



Strategic Plan 2025

*Defining and Delivering Greater Value to the Coast Guard
Aviation Community... legacy, active and future*

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Authored by the CGAA Board of Directors

Table of Contents

01

Reason for Being

- Unique ability
- Vision and Mission
- Ecosystem - Who we serve now and what's possible

02

Association Overview

- Current leadership structure and operating model
- People and process alignment to ensure future success

03

Objectives and Key Results

- Enduring goals
- Inspiring access to more resources (multi-year OKRs)

04

Planning Cycle

- Connecting and collaborating using long standing practices
- New solutions to reach a broader base (multi-year OKRs)

05

Operationalizing the Strategy

- Measuring and adjusting to ensure progress (how we stay on track)



Flying Since The World Was Flat

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CGAA Strategic Plan 2022 thru 2025 Slide 2

Our ability to link legacy Coast Guard aviation with active-duty forces, gives the Coast Guard Aviation Association, its members, supporters and donors, a unique ability to...

- **Connect, communicate, and collaborate** to sustain our Coast Guard aviation heritage and share our intimate knowledge of past and present Coast Guard operations, logistics support and engineering programs
- **Catalogue** and publish historical information
- **Sponsor** restoration and display of historic aviation assets
- **Recognize** exceptional performance by honoring awardees and supporting memorials



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Reason for Being

CGAA Strategic Plan 2022 thru 2025 Slide 3

We document, preserve, and publish the heritage of Coast Guard aviation for all Americans because Coast Guard aviation is part of the fabric of our nation's wartime and peacetime history since 1916...

Vision

- We honor, respect and are devoted to the Coast Guard aviation community.

Mission

- 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.

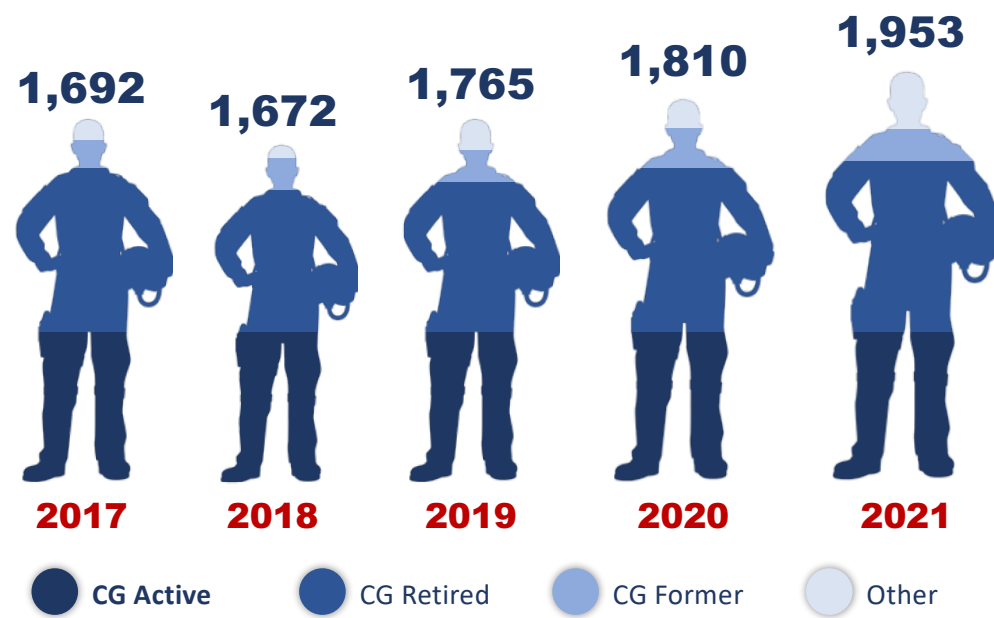


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Reason for Being

CGAA Strategic Plan 2022 thru 2025 Slide 4

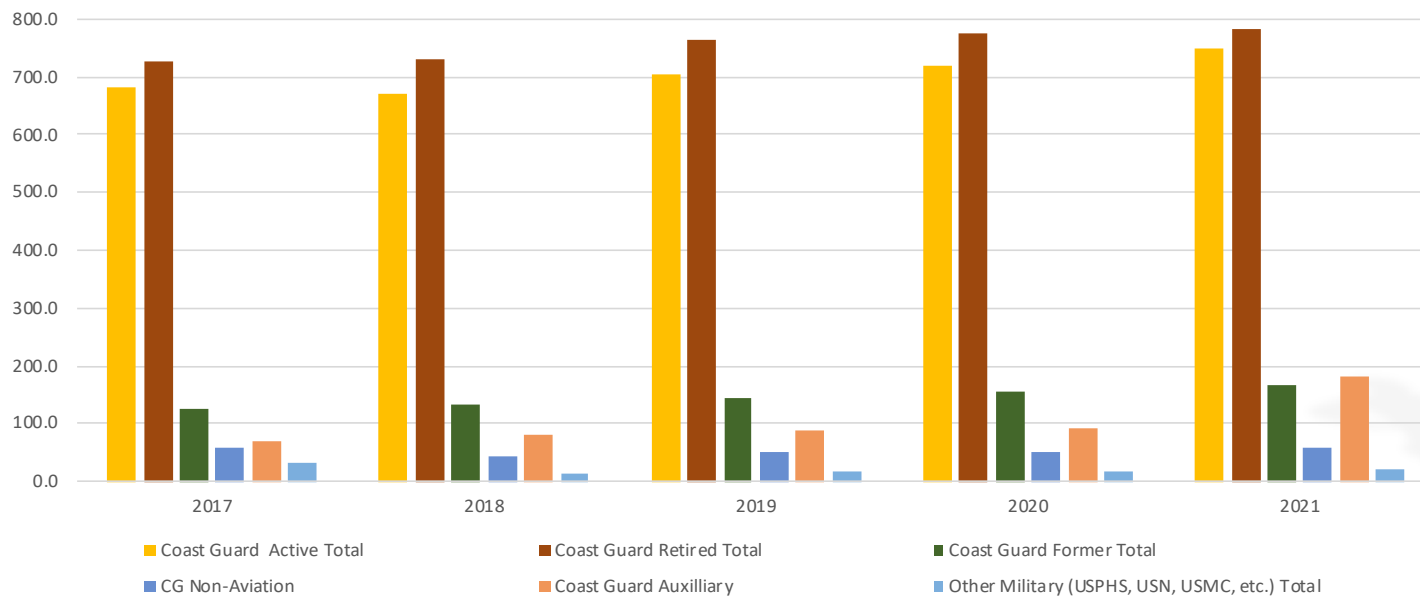
CGAA is a growing association with approximately 2,000 members...



Dedicated to:

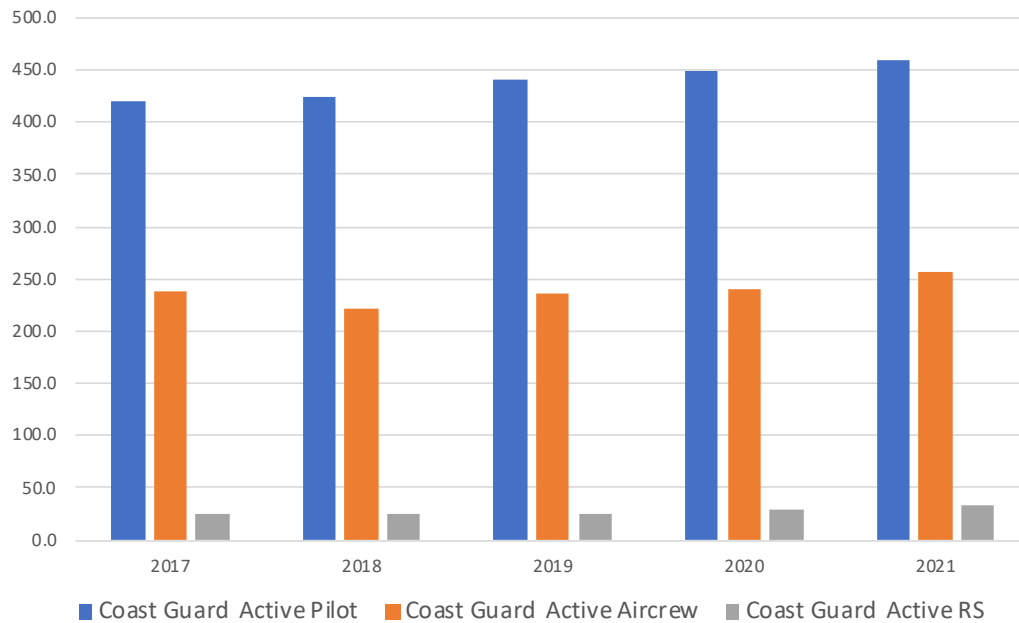
- Enlarging and perpetuating history of Coast Guard Aviation
- Supporting Coast Guard Aviation and its goals
- Maintaining informational liaison among past and present members of the Coast Guard Aviation community.
- Promoting social contact and camaraderie among all Coast Guard aviation personnel and supporters.

A high-level demographic breakdown shows that Coast Guard Active Duty and Retired aviation personnel make up a significant majority of our membership...

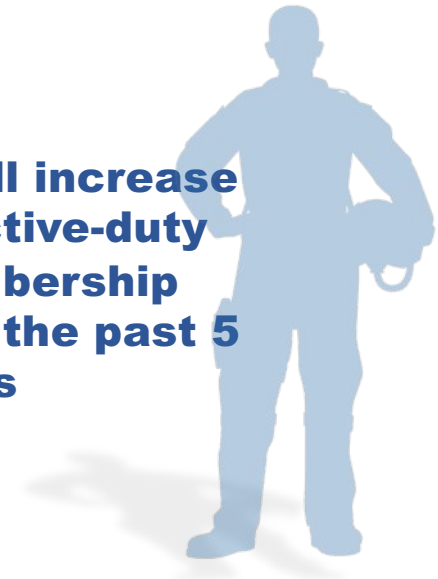


78%
Active and
Retired Coast
Guard aviation
personnel

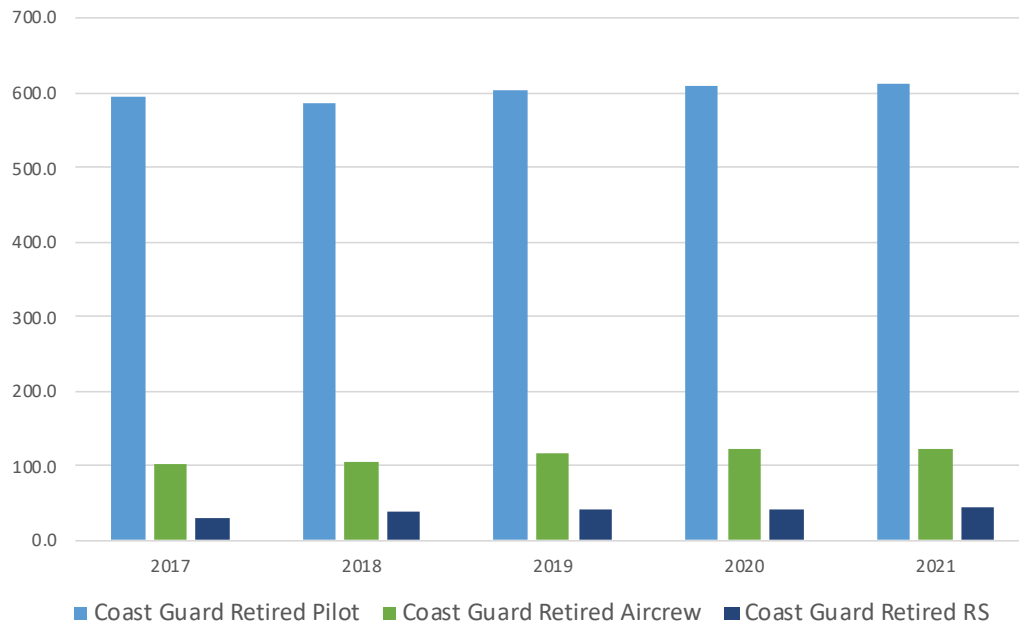
Coast Guard Active-Duty Breakdown



**Small increase
in active-duty
membership
over the past 5
years**



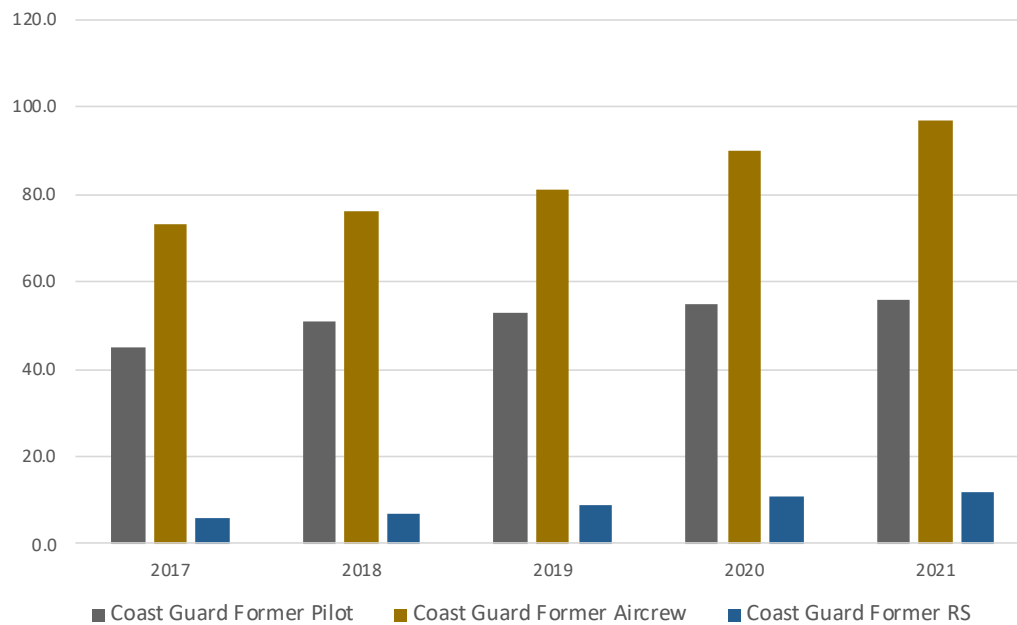
Coast Guard Retired Breakdown



**Minimal
change over
5-years**



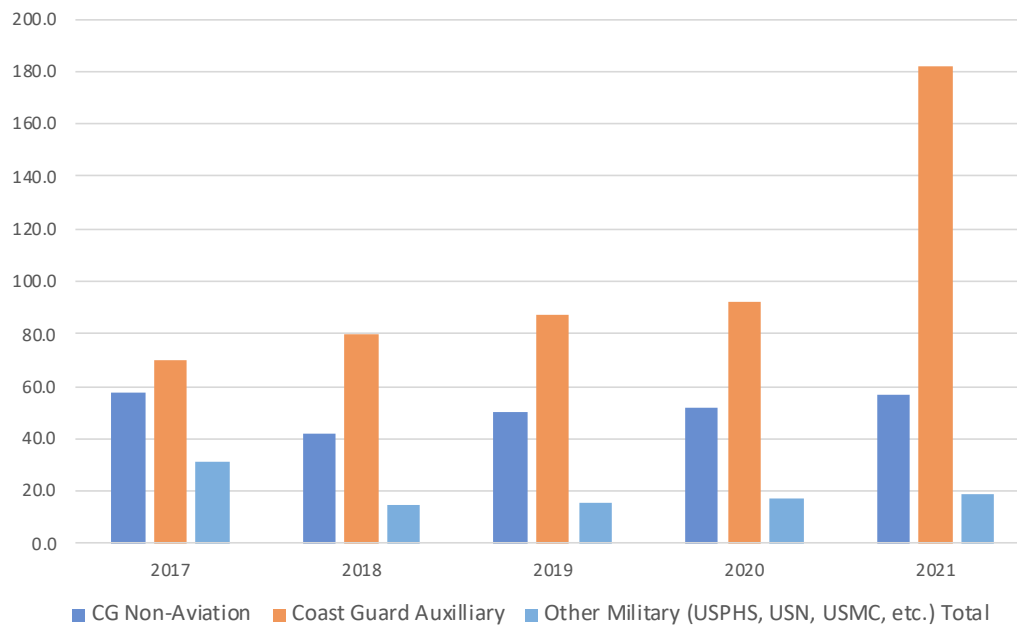
Coast Guard Veteran Breakdown



32%
Increase in
former
aircrew
members



Other Member Breakdown



98%
increase in
Auxiliary
membership
since 2020



Our current bylaws establish membership guidelines and dues that supplement operating capital...

Regular Membership

- All former and present members of the U.S. Coast Guard who have piloted or flown in U.S. Coast Guard aircraft under official flight orders
- Designated pilots of other military services and foreign governments who have piloted Coast Guard aircraft while involved in exchange programs between the Coast Guard and their respective service or government

Associate Membership

- Persons who, in the opinion of the Executive Committee, are supportive of the interests and goals of Coast Guard Aviation

Honorary Membership

- Bestowed by the Executive Committee to any person deemed appropriate for outstanding acts of friendship and service to the organization or to Coast Guard Aviation. *No dues shall be assessed honorary members*

Life Membership

Conferred upon any regular or associate member paying the required Life Membership fee in the amount approved by the Board of Directors. *No subsequent dues will be assessed after payment of this fee.*



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Association Overview

CGAA Strategic Plan 2022 thru 2025 Slide 11

The business and affairs of the CGAA are managed under the direction of the Board of Directors ...

Executive Committee

Not be less than four nor more than seven

- President - Mike Emerson
- Executive Vice President (EVP) - Janis Nagy
- Executive Director – Ben Stoppe
- Executive Secretary - Mark D’Andrea
- Treasurer – Mike Brandhuber

Ex Officio Board Members

- Ancient Albatross – RADM Mel Bouboulis
- Enlisted Ancient Albatross - AETCM Jaime Young

Officers

- Vice President (VP) of the History Committee
Sean Cross
- VP of the Communications and Media
Gary Gamble
- VP of the Unit Support and Agency Liaison
Mark Benjamin
- VP of Development
Tony Hahn
- VP of Membership
Jack McGrath
- VP of the Annual Convention
Jay Crouthers
- Assistant Treasurer
Ray Miller
- Member At Large
Paul Langlois
- Newsletter Editor
Steve Goldhammer
- Historian
Bear Moseley
- ALPTERO Coordinator
Scott Schleifer
- Membership Data Base Manager
Larry Hall
- CG Auxiliary Liaison
Mark Currier



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Association Overview

CGAA Strategic Plan 2022 thru 2025 Slide 12

Our current programs and business cycle are coordinated across the entire board of directors...



Our year-over-year strategic planning objectives and key results focus on addressing four enduring goals...

- G1** Ensure operational viability through financial health, professional corporate governance, and effective membership services.
- G2** Strengthen ability and processes to capture, catalogue, advertise and make available historical records.
- G3** Deepen relationships to improve recognition and memorial services.
- G4** Improve processes to support, implement and advertise CGAA value.



Objectives and Key Results (OKR) 001

Objective Title		Objective Alignment to Enduring Goals					
Identify and implement the best way(s) to generate funds for the organization. <i>(this is not the same as the marketing plan)</i>		G1	G2	G3	G4		
		X					
Objective Description							
1. Consider establishing CGAA Monthly Allotment Membership Dues Program							
2. Consider removing dues completely, look to periodic collection events etc.							
3. We need to investigate better ways to collect funds. Owner should form small team to evaluate and present options to the board.							
Target Results		Potential Priority			Potential Juice for the Squeeze		
New funding program is easy for members and provides <i>increase of working capital for CGAA</i> that exceeds program costs by a minimum of (target to be established by owner/team. It will be added after we have some idea what the realm of the possible)		Must	Should	Could	Full	Half	Sip
		X			X		
Target Completion Date: June 1 st , 2022							
Key Players							
Owner:	Mike Brandhuber	Support:	Mike to form tiger team (look inside and outside organization for assistance)				
Comments:							
Mike B. has gouge on this and we have a small surge of individual donations. We did advertise twice and tell people how to set up donations. No true allotment through pay and personnel center. That said, we are in the queue to get an allotment. We just did get someone to lean in on fundraising has made a difference. Mike has fundraising contact from CG Foundation that is willing to share perspective and best practices. Started w/\$500 now have \$1300 in funds thru allotment program after 18 months.							

OKR 002

Objective Title				Objective Alignment to Enduring Goals			
Establish and implement CGAA Corporate Fundraising Plan				G1	G2	G3	G4
				X			
Objective Description							
1. The Fundraising Plan will be based on nonprofit best practices tailored to CGAA specific needs. We need to have a logical model that lays out what and how at we will collect the resources need to support CGAA missions. Baselining other successful organizations is a likely path to success.							
Target Results		Potential Priority			Potential Juice for the Squeeze		
a. Major Gifts: Four (4) (\$10K+) Annually		Must	Should	Could	Full	Half	Sip
b. Donor Acquisition: Increase recurring donors by 15%							
c. Donor Retention: Retain 100% of donors from year-end campaign		X			X		
d. Target Completion Date: To be established by Tony							
Key Players							
Owner:	Tony Hahn		Support:	Assign Support			
Comments:							
This is a top priority object for the association. Tony should take lead for establishing the plan.							

OKR 003

Objective Title				Objective Alignment to Enduring Goals			
Develop and implement Membership Development Plan (<i>plan before next roost so we can brief during business meeting</i>)				G1	G2	G3	G4
				X			
Objective Description							
1. We need to clarify our first engagement; make it more appropriate to each of the potential member groups/generations etc.							
2. We have to respond promptly to new membership queries etc.							
3. We need to ensure the plan focuses on increasing participation of enlisted members, aux, women (diversity)							
Target Results				Priority		Potential Juice for the Squeeze	
a. Annual membership increases of 10%				Must	Should	Could	Full
b. 100% retention of active members.					X		X
c. Target Completion Date: June 1 st , 2022							
Key Players							
Owner:		Jack McGrath		Support:		Janis Nagy, Larry Hall, Mark Benjamin	
Comments: Consider adding new free membership programs, or other carrots to enhance value proposition and or exposure to CGAA goodness. Refine existing membership plan to include these things. We need to widen our scope on what we deliver and how we get people engaged.							
<ul style="list-style-type: none">Should we consider creating a Corporate Memberships program?Should we redefine what a life member is?Still a line that separates Aux from active.							

OKR 004

Objective Title				Objective Alignment to Enduring Goals					
Establish and implement CGAA Financial Plan Awareness Process				G1	G2	G3	G4		
				X					
Objective Description									
1. CGAA needs a detailed, multi-year analysis of sources of revenues, use of expenses and projected cash flow requirements. This will allow us to be sure that all of our expenses and revenue will be planned for and that we'll be able to cover all of them.									
2. We should target setting up an endowment program for CGAA that is tied into the financial and sponsorship/donation plans.									
3. Reporting is key. We need to define what parameters we need to see and add a report-out to events. Should also include “don’t go below numbers.”									
Target Results				Potential Priority		Potential Juice for the Squeeze			
a. Executive Board has monthly visibility into financial health (includes status of working capital/reserve funds, plan to budget, performance toward growth targets etc.).				Must	Should	Could	Full	Half	Sip
					X			X	
b. Target Completion Date: To be set by Mike									
Key Players									
Owner:		Mike Brandhuber		Support:		BOD to provide feedback at next Biweekly, Pat Fatvastick			
Comments: Side note related to financials. O'Rourke's have said that they intend to donate their home. We hooked them up with a lawyer. We need to assign someone to bird dog this. Top priority.									
What about the silver fins?									

OKR 005

Objective Title				Objective Alignment to Enduring Goals					
Establish a History Plan (How do we organize, connect our artifacts). This is a requirements definition.				G1	G2	G3	G4		
					X				
Objective Description									
1. Increase reporting of our professional history.									
2. Improve awareness of and access to history.									
3. Increase capture of historical records.									
4. Improve relationship with CG History reps and similar associations.									
Target Results				Potential Priority		Potential Juice for the Squeeze			
a. Clear requirements and process for collecting, archiving and disseminating.				Must	Should	Could	Full	Half	Sip
b. Target Completion Date: To be established by Sean and team.						X			X
Key Players									
Owner:		Sean Cross		Support:		Gary Gamble, Jack McGrath			
Comments: One comment in the survey was around tracking, organizing and retrieving information. e.g., relational database. Sean and Gary to develop way forward on this and then bring it to a committee to approve and resource. May pull Larry into this as well.									
Team should shoot for realm of the possible options for strategic level approach.									
Would a professional historian help? Yes, Jack knows someone that could help.									

OKR 006

Objective Title			Objective Alignment to Enduring Goals			
Establish CGAA Awards and Memorials Plan			G1	G2	G3	G4
					X	
Objective Description						
1. Establish Awards Calendar/Manual.						
2. Define/Capture the CGAA Awards and Recognition Process to ensure high quality awards continue to be tracked and delivered.						
3. Improve cataloging and awareness of CG Aviation Memorials.						
4. Improve collection of award citations and awareness of those heroic action among the public						
Target Results			Potential Priority		Potential Juice for the Squeeze	
a. Increase capture of award citations for Roll of Valor by 20%.			Must	Should	Could	Full
b. Increase attendance at CG aviation memorials by 20% (how could we measure this?).				X		X
c. Target Completion Date: July 1 st , 2022						
Key Players						
Owner: Janis Nagy		Support: Assign Support				
Comments: We don't really have an awards "person" to implement this objective. Jay gets wrapped up into this but it's very difficult to manage roost prep and the awards. History VP currently has awards management in their role description at least partially. Is that right? Really focuses on historic awards. Could it be the EVP? Should we right it into a roll description?						
• Establish some type of recognition at Air Station level? Prichard Award?						
• Patch? Airman of the Quarter “Sponsored by CGAA?”						

OKR 007

Objective Title			Objective Alignment to Enduring Goals					
Establish Marketing/Communications and Social Media Plan (Target before the next roost)			G1	G2	G3	G4		
			X			X		
Objective Description								
1. Establish Contact Plan for Outreach.								
2. Improve process for and awareness of CGAA Supported awards for Coast Guard Aviation Community.								
3. Improve interaction with Aviation leadership and Air Stations.								
4. Consider Establishing a Scholarship for dependent of Coast Guard AA member (Move to another objective or create stand alone)								
5. Improve CG Aviation community awareness of services and materials available								
Target Results			Potential Priority		Potential Juice for the Squeeze			
a. Relates directly to increase in membership. Target 20%			Must	Should	Could	Full	Half	Sip
b. 40% increase in social media connections.			X			X		
c. Target Completion Date: Before the next roost.								
Key Players								
Owner:	Gary Gamble		Support:	Mike B., Steve G., Mark B.				
Comments: Local coordinators are hitting some of this and we should consider making it more formal by establishing chapters. Difficult for him to explain what the local coordinators due without wrapping it around the chapter concept. Sean and Tony and others are doing this, but we don't have a documented social media plan. There must be an outcome that's valuable to the organizations. Need to be a target and measurement that demonstrates ROI. Good example would be pinging all the networks in advance of the roost to increase attendance. We have had people report in with information/data after seeing a post. We also need to groom assistant to Pterogram Editor!								

CGAA Strategic Planning Cycle establishes a rhythm for staying on track thru clear multi-year OKRs...



Creating the plan is one thing, operationalizing it requires consistent focus on documented priorities and results...



1. Begin to evaluate tweaks to multi year OKRs in October.
2. Once finalized, monitor monthly at the first biweekly board meeting.
3. Owners should be prepared to share activities and progress toward key targets.
4. Board should recommend adjustments accordingly.