SOARING SOCIETY OF AMERICA
STRATEGIC PLAN
Approved by the Board of Directors, October 16, 2004

PURPOSE

The purpose of the Soaring Society of America is to foster and promote all phase soaring.

MISSION

The Mission of the Soaring Society of America consists of the following elements:

1. PROVIDE MEMBER SERVICES, INCLUDING
   a. Publications
   b. Website
   c. Educational Programs
   d. Safety Programs
   e. Information Dissemination
   f. Record and Badge Homologation
   g. Contest Rules and Sanction of Contests
   h. Insurance
   i. Membership Management

2. REPRESENT GLIDING TO
   a. U. S. Federal (Congress and Executive Regulatory), State and Local
   b. FAI, IGC, NAA
   c. Sporting Aviation Groups

3. OFFER A SENSE OF COMMUNITY THROUGH
   a. Promotion of the Sport
   b. Convention Management
   c. Chapter, Club, Division, Affiliate and Business Member Support
   d. Availability of the SSA Foundation
   e. Awards for Achievement and Service
   f. Communication of the above to the membership
VISION

The vision of the future that guides the volunteer and staff management of the Soaring Society of America includes the following specific images:

1. By the end of 2007, grow the membership to 14,300 (compared to the present 14,000), be accomplished by growing the membership through higher market penetration.
2. By the end of 2007, increased total revenue from operations of $1.75M per year, to be accomplished through expanded mark non-dues revenue.
3. Continually demonstrate financial credibility with the membership, to be act consistently positive cash flow and consistent, timely and clear reporting.
4. Be involved in cooperative alliances with related organizations and expanded categories, to be achieved through offerings of products and services.
5. Have demonstrably effective leadership of volunteer workers in the Soaring America.

OBJECTIVES, STRATEGIES, AND ACTIONS

To achieve the expressed vision, the following objectives are specified, on how to accomplish these objectives are defined, the initial actions to carry out the specified, and those persons and/or groups responsible for their achievement are listed.

OBJECTIVE 1. GROW MEMBERSHIP TO 14,272 BY THE END OF 2007. (YEAR-END TARGETS OF 12,522 '04, 13,072 '05, 13,672 '06.)

Strategy A. Carry out an integrated, comprehensive, on-going recruitment, renewal program.

Program 1. Accomplish a direct mail marketing campaign to the FAA glider sport program.
(a) Start mailings by 1 July '04 — Executive Director and staff.

Program 2. Execute a direct mail marketing campaign to people who have names and addresses indicating interest at “walk-up-to- booth” venues.
(a) Sun ‘n’ Fun by 1 July '04 - Executive Director and staff.
(b) Other venues awaiting definition
Identify venues by 1 July '04 — Executive Director and staff working with the Growth and Promotion Committee.
Execute direct mailing campaign no later than 6 weeks after each event.

Strategy B. Encourage and stimulate commercial operators and clubs.

Program 1. Develop seminars for the next Convention supporting cooperators. (Bret Willat, Sky Sailing proprietor, suggested) — Chip Fitzpa Jim Skydell to coordinate so that subjects and presenters are identified by '04.

Program 2. Get Edith Decker to market her software to Commercial Operator: Business Members (COBM), and Clubs. Edith Decker and Dianne Black-Nixon to coordinate with Cindy Bricker Keene to consider strategy, including an article in Soaring Magazine.

OBJECTIVE 2. BUILD OPERATING FUND NET REVENUE OVER EXPENSE PER YEAR FOR YEARS '05, '06, AND '07.

Strategy A. Increase membership. (See Objective 1 Strategy A.)

Strategy B. Increase non-dues revenue.

Program 1. Increase display advertising revenue to $140,000 per year (pe for 2004; $160,000 — '05; $170,000 — '06; and $180,000 — '07 — Director and Staff.

Program 2. Increase merchandise sales and margins, achieving gross rev $212,000 in '04; $222,000 in '05; $233,000 in '06 and $245,000 in '07 — Director and Staff.

Program 3. Increase return on the Convention, realizing a non-wage, $3 revenue over expenses for the 2005 convention — Local Convention Co Executive Director and staff.

Program 4. Develop a full line of training/instructor manual(s) as promo items with the first publication for sale by SSA Convention 2006 — Soarin Foundation.

Program 5. Identify and develop non-dues revenue sources by 1 FEB Executive Director and Staff.

OBJECTIVE 3. ACHIEVE CREDIBILITY IN FINANCIAL MANAGEMENT

Strategy A. Accomplish clear and timely financial reporting.

Program 1. Publish the Foundation annual report within 60 days of the fi end starting with the report for fiscal 2004 — Executive Director and Staff.

Program 2. Carry out rigorous accounting of Eagle Fund receipts and disbu and report within 60 days of the fiscal year end — Executive Director and S

Program 3. Define and publish policy and safeguards for the distribution Foundation Funds. SSA Foundation Trustees to complete by 30 SEP 2004.

Program 4. Publish donor Bill of Rights to be completed by — 30 SEP 2004 led by Larry Tuohino.

Program 5. Publish an SSA Annual Financial Report within 60 days of the e fiscal year beginning with fiscal 2004 and an annual financial report for al
units of the SSA, e.g. Soaring Safety Foundation, US Team, etc. Executive and Staff.

Program 6. Issue SSA monthly financial reports by the following mi Executive Director and Staff — immediately.


**Strategy B.** Accomplish timely financial transactions.

Program 1. Pay bills in 30 days beginning March 2004 — Budget anc Committee, Executive Director and Staff.

Program 2. Pay off computer loan from the Foundation Life Trust Fund b by 2006 — Budget and Finance Committee, Executive Director and Staff.

**OBJECTIVE 4. IMPROVE EFFECTIVENESS OF THE VOLUNTEER FORCE**

**Strategy A.** Define Committee purposes, objectives and actions.

Program 1. Have EXCOM members request/produce Committee State Purpose for each committee and subcommittee to be completed by 30 Se Dianne Black-Nixon to coordinate.

Program 2. Have EXCOM members compile action plans for each commit completed by 30 NOV 2004.

**Strategy B.** Make it attractive to volunteer.

Program 1. Post volunteer jobs at ssa.org with first posting occurring 30 O Directors, Committee Chairs, Governors and Record Keepers needing encouraged to post job descriptions, commitment required and timing.

Program 2. EXCOM members work to nominate Committee good perfor awards by 30 OCT 2004.


Program 4. Publish Governor/Record Keeper list to the web site quarterly l 30 SEP 2004 — Dianne Black-Nixon working with Executive Director and St

**OBJECTIVE 5. IMPROVE COMMUNICATIONS WITH MEMBERS**

**Strategy A.** Open up the "box" in which information has been stored.
Program 1. Hire a media and publication "content generator" to be on staff 2004 — Executive Director.

Program 2. Completely re-launch the website by -1 AUG 2004 — Executive and Staff.
(a.) Promote the sport better.
(b.) Make website more user-friendly.
(c.) Host and link and post.

Program 3. Publish descriptions of SSA organization structure and operate by (done).

Program 4. Have an SSA official visit every soaring site. Regional Director every site within their region at least once during a 3-year term of office - Directors.

Program 5. Implement a program for regional town meetings. Conduct & Town Hall meetings before 1 DEC 2006 — Regional Director and Executive

Program 6. More frequently publish better listings of member benefits. | Director and Staff.

Strategy B. Improve SSA publications


Program 2. Create and publish an e-newsletter with the first newsletter by Jim Skydell and Staff — 1 OCT 2004.

Program 3. Conduct periodic surveys to evaluate improvements, at least ar Publications Committee and staff.

OBJECTIVE 6. CREATE PROGRAMS TO -

Strategy A. Make entry into soaring easier.

Program 1. Update, reprint and distribute the Grow Book — Bob Wande frame TBD.

Program 2. Establish and implement a meet/greet program — package for to be implemented by Growth and Promotion Committee by 31 DEC 2004.

Program 3. Implement a program to increase instructor availability.
(a.) Do liability protection education. Skydell to coordinate a session at C 2005.
(b.) In conjunction with the SSF, devise programs to assist candidates in instructor initial certification, 1Q, 2005.
(c.) Make available the FAA CFIG rating holder list. David Newill — 30 SEP;
(d.) Review CAP training to stimulate instructor availability.
(e.) Develop with the CAP a cooperative instructor development training plan.

**Strategy B.** Provide more value to members.

Program 1. Conduct effective survey of SSA performance and member needs at least once a year beginning FY 2005 — Executive Director and Staff.

Program 2. Define and implement a member communication program. Growth and Promotion Committee, Publications Committee, Executive Director.

Program 3. Improve programs and services in response to survey feedback and Promotion Committee, Publications Committee, Executive Director with Board. Report on survey results at Board Meeting following survey.

**OBJECTIVE 7. MARKET SERVICES TO RELATED ORGANIZATIONS**

**Strategy A.** Identify related Organizations and establish relations with organizations and develop cooperative strategy for win-win relationships.

Program 1. Identify prospective similar-minded organizations for presentation at December 2004 EXCOMM Meeting — Executive Director.

Program 2. Establish Chairman to Chairman contact in certain cases to exchange ideas and information and send reports to EXCOM — ongoing.

Program 3. Establish Executive Director to Executive Director contact in order to evaluate options for report to EXCOM — ongoing.

**OBJECTIVE 8. BUILD UP ENDOWMENT FUNDS OF THE FOUNDATION**

**Strategy A.** Carry out a capital campaign.

Program 1. Finalize Capital Campaign Plan and Initiatives by 1 July — Foundation Trustees.

Program 2. Start Quiet Time solicitations by 1 September — SSA Foundation Trustees.

Draft 06.15.04

**SOARING SOCIETY OF AMERICA**

http://www.ssa.org/members/governance/strategicplan.asp
PLANNING, BUDGETING AND PERFORMANCE REVIEW

The following is a description of the SSA planning, budgeting and performance review understood and drafted by the Ad Hoc Planning Committee at the Chicago IV recommended the EXCOM review and finalize this process as part of the operating:

FEBRUARY: WINTER BOARD MEETING. Board approves final budget for current year. Board receives reports of previous fiscal year. Board conducts review of programs. Board suggests input to revisions of Strategic Plan.

MAY: PLANNING COMMITTEE MEETING. Planning Committee meets to review environment, performances, Board inputs, develops recommendations to guide next three fiscal year's planning year's budget. (This also might be done by the Executive Committee meeting). Recommendations passed to EXCOM.

JUNE: EXECUTIVE COMMITTEE (EXCOM) MEETING. EXCOM meets, conducts annual year program review, reviews inputs from Planning Committee, finalizes budget update.

SEPTEMBER: BUDGET AND FINANCE COMMITTEE (BFC) MEETING. BFC reviews budget submitted by staff, compares with Strategic Plan update, reviews financial status. Makes recommendations to staff for budget presentation at Fall Board Meeting.

OCTOBER: FALL BOARD MEETING. Board approves Strategic Plan update for current year. Reviews planned budget for next fiscal year, performance evaluation.

DECEMBER: EXCOM MEETING. EXCOM meets, conducts final budget signoff for next fiscal year for confirmation at Meeting, performs staff compensation adjustment based on performance evaluation review.

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