

DRAFT

SSA FIVE YEAR STRATEGIC PLAN, 2018-2022

The purpose of The Soaring Society of America is to foster and promote the sport of soaring in the United States.

MISSION

The SSA will promote and support the sport of soaring by providing services and benefits to the SSA membership and the soaring movement in the United States in the following areas:

- Marketing and promotion of the sport to the flying community and the public at large.
- Providing channels for effective communication between all individuals and organizational elements of the sport.
- Representing the soaring movement to governments, air sporting organizations and aviation groups.
- Directing, supporting and rewarding both individual and group competitive soaring activities.
- Sponsoring and supporting safety and training programs intended to enhance the sport.
- Preserving and protecting historical records, documents, artifacts, and sites.
- Support the Mission by conducting operations in a financially responsible manner and by building endowment funds to support the Mission into the future.
- Provide other services and benefits, not expressly enumerated herein, that are consistent with the Purpose of the SSA and that are within the capabilities and resources of the SSA.

PRINCIPLES

It is the guiding principle of the Soaring Society of America that, in accomplishing its stated Missions, the SSA staff, leadership and volunteers will conduct all activities in a professional and ethical manner and will manage all fiscal and fiduciary responsibilities consistent with best business practices.

OBJECTIVES AND STRATEGIES

The following objectives and their accompanying strategies are provided for leadership, staff and volunteers for accomplishment during this planning period.

Attract youth to the sport

Hire someone who will keep the SSA front page fresh, as well as keep new postings on Facebook, Twitter and YouTube. This person will find new venues to post material which may be attractive to younger people. This person will also work with the Growth & Retention Committee in developing new ways to attract youth to our sport.

Grow the sport

Aside from attracting youth to our sport, growing the sport starts with chapters and clubs. The SSA has developed an outreach program to promote the growth of existing clubs and commercial

operations. This needs to be continuously pursued to keep clubs and commercial operations engaged in growing the sport. Starting at the local level is the best way to ensure growth.

Work on reversing the decline in SSA membership by achieving real growth in SSA membership.

Working with other air sports organizations

Continuing to work with other air sports organizations and meet with them concerning programs they may have in place in recruiting new members would be beneficial. Keeping an open dialog with other air sports organizations and continuing to work with them on joint programs is highly desirable.

Representation of the sport

Insure that the SSA's voice is heard by the appropriate governmental representatives of the Federal Aviation Administration (FAA) and other United States regulatory agencies.

Insure that SSA has an effective national voice within the National Aeronautic Association.

Insure that SSA has an effective international voice within the FAI/IGC.

Insure that SSA has an effective presence within other commercial and non-profit aviation related groups.

Strategies

The Board of Directors will appoint and oversee volunteers who are effective advocates for the SSA at the FAA, NAA and FAI/IGC.

SSA will participate in at least one aviation related exposition or airshow annually.

PRESERVE THE SSA'S INSURANCE PROGRAM

Objective and Goals

Protect and continue SSA's group insurance program, available to SSA members as a membership benefit.

Educate and inform SSA members of the value and benefits of SSA's insurance group program.

Strategies

The Board of Directors shall continue to appoint an SSA member, who is experienced in insurance matters, to serve as the Board's representative with the provider of SSA's group insurance program.

With the assistance of SSA's insurance representative, at least once every two years, the Board of Directors will formally evaluate the competitiveness and effectiveness of the insurance program.

FOSTER INDIVIDUAL AND GROUP COMPETITIVE SOARING ACTIVITIES

Objectives and Goals

Continue to support formal soaring competitions in the United States.

Continue to support formal involvement of the U.S. Team in international soaring competitions.

Support and promote non-traditional competition among soaring pilots through the On Line Contest (OLC) and other vehicles for recognizing soaring achievements.

Continue to support participation in the FAI badge and record program. To promote cross-country flying while improving pilot skills and the enjoyment of the sport.

Strategies

Through the SSA Contest Committee, provide organizational support to all phases of soaring competition.

Foster cross-country soaring by promoting the SSA FAI badge and records programs and by providing organizational support for those programs.

Increase SSA member participation in the OLC by promoting the OLC in Soaring magazine and on the SSA website, and by developing on line information and instructional materials.

STRENGTHEN CHANNELS OF COMMUNICATIONS AMONG SSA MEMBERS

Objective and Goals

Maintain and improve the quality and usefulness of SSA's flagship printed publication, Soaring magazine.

Maintain an outreach and improve the usefulness to SSA members through electronic communications such as eNews.

Improve the usefulness of the SSA website to both SSA members and to the public at large.

Strategies

Maintain the Editorial Review Board for the purposes of assisting the Editor in obtaining quality content for the magazine, reviewing all articles for technical and scientific accuracy and otherwise assisting the editor to improve the overall content of the magazine.

Improve the SSA website by

Insuring the sailplane directory and magazine archives are kept as a living document and up to date.

Having a person who will keep the front page of the SSA website, along with Facebook and Twitter up to date and attractive.

Use eNews to inform the membership of special announcements, events and other activities in a timely and efficient manner. The new person who will be in charge of keeping the front page, Facebook, etc., updated will also contribute information to eNews when available.

SAFETY AND TRAINING PROGRAMS

Goals and Objectives

Promote safety in soaring through pilot education, program development, information dissemination and publication of accident statistics.

Maintain the ABC and Bronze badge training program and appoint SSA instructors to encourage and teach more advanced soaring techniques.

Strategies

Through the Soaring Safety Foundation, provide organizational support and effective outreach programs that promote a culture of safety at all soaring operations. Work with the CFI community to develop a collection of proven resources that enhances both primary and recurrent training activities.

PRESERVATION OF RECORDS, ARTIFACTS AND LOCATIONS IMPORTANT TO THE AMERICAN SOARING MOVEMENT

Goals and Objectives

Entrust the National Soaring Museum and the Southwest Soaring Museum and the SSA Divisions to preserve the records and artifacts that describe the history of our soaring programs.

The NSM Landmarks of Soaring program recognizes nationally significant historic soaring sites;

Strategies

The SSA will help support fundraising and outreach activities to the fullest extent and all efforts of these organizations to remain viable and productive in their missions.

FINANCIAL MANAGEMENT

Goals and Objectives

Maintain the books and records of the SSA, including all subsidiary groups of the SSA in accordance with proper accounting rules and procedures.

Insure proper budgeting and cash management of the SSA's financial affairs.

Preserve the financial integrity of the SSA's financial activities by insuring the proper accounting controls are in place.

Provide the SSA membership and the SSA Board with timely and meaningful information about the SSA's finances.

Preserve and increase the financial resources available support SSA and its Mission through fundraising activities.

Strategies

Engage a reputable public accounting firm to perform an audit of SSA's books and records annually, as required by SSA's bylaws as well as New Mexico State law.

Provide monthly financial reports (income statements and balance sheets) of SSA financial operations to the membership.

Conduct yearly fundraising activities within the SSA membership through annual Eagle Fund drive campaign.

Revitalize the fundraising mission and efforts by the SSA Foundation to advance the financial security of the SSA.

Be open to opportunities to raise funds by providing naming opportunities for endowment and unrestricted gifts.

IMPROVE RELATIONSHIPS WITH AND SUPPORT THE EFFORTS OF THE SSA AFFILIATES AND DIVISIONS

Goals and Objectives

The Chair of the SSA and the SSA Board members will promote more joint programs and projects involving the Affiliates and Divisions of the SSA.

Seek to find what the Affiliates and Divisions need/want from SSA.

Strategies

Act on the recommendations of the Affiliates and Divisions about how the SSA can help them carry out their missions.

Encourage Affiliates and Divisions to submit news articles to Soaring magazine and eNews.

