



FLIGHT PLAN

THE ACADEMY OF MODEL AERONAUTICS
STRATEGIC LONG-RANGE PLAN | 2018+



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EXECUTIVE SUMMARY

The Academy of Model Aeronautics is the world's largest community-based organization for the purpose of promotion, development, education, advancement, and the safeguarding of modeling activities.

This three-year Strategic Long-Range Plan (SLRP) was built as a combined effort of subject matter experts, AMA staff, and the AMA Executive Council. Working

together we identified current trends and projected future opportunities.

Woven throughout this SLRP are objectives and action plans designed to grow and serve members, clubs, and events while also advancing AMA's programs including our education outreach and advocacy.

AMA'S MISSION STATEMENT:

TO PROMOTE, ADVANCE, AND SAFEGUARD

MODEL AVIATION

AS A HOBBY, SPORT, AND EDUCATIONAL TOOL.



MEMBERSHIP

GOAL: IDENTIFY AND SECURE NEW AMA MEMBERS AND PARTNERSHIPS.

OBJECTIVE 1: INCREASE AMA MEMBERSHIP BY 15% BY DECEMBER 2021.

ACTION PLAN: Utilize AMA Leader Program to create advocates for the AMA to promote AMA as a CBO.

ACTION PLAN: Create educational campaign to teach members and clubs about the benefits of AMA and membership, including insurance, magazines, the social aspects of model flying, etc.

ACTION PLAN: Leverage the opportunities in the 2018 FAA Reauthorization Bill to drive engagement with AMA.

ACTION PLAN: Increase brand knowledge outside of model aviation industry.

ACTION PLAN: Promote hobby-related activities to commercial UAS operators.

ACTION PLAN: Build internal promotional campaign to promote all disciplines of the hobby and how to get involved.

ACTION PLAN: Create more member benefits through affinity programs and partnerships.

OBJECTIVE 2: INCREASE NUMBER OF PARTNERSHIPS.

ACTION PLAN: Develop written strategy to review partnerships annually.

ACTION PLAN: Regularly evaluate and strategize with other departments at AMA Headquarters to coordinate efforts and maximize partnerships.

ACTION PLAN: Increase the visibility and value of the museum to other organizations/museums.

ACTION PLAN: Seek non-aviation partners (e.g., academic institutions).

ACTION PLAN: Conduct research to identify potential partners utilizing current partners and member experience.



PROGRAMMING

GOAL: INCREASE MODEL AVIATION EVENTS AND PARTICIPATION THROUGHOUT THE COUNTRY.

OBJECTIVE 1: INCREASE SANCTIONED AND NON-SANCTIONED EVENTS HOSTED THROUGHOUT THE COUNTRY.

ACTION PLAN: Showcase and celebrate existing events to our members and clubs.

ACTION PLAN: Incentivize clubs to host events.

ACTION PLAN: Create guidance and resources for clubs.

OBJECTIVE 2: DEVELOP LOW-COST COMPETITIVE EVENTS (E.G., FOAMIE COMBAT).

OBJECTIVE 3: EXPLORE MORE VIRTUAL CONTESTS USING SOCIAL MEDIA, AMS, AND OTHER DIGITAL OUTLETS TO CONNECT MEMBERS.

GOAL: ENCOURAGE CLUBS TO BE MORE ACTIVE AND ENGAGING.

OBJECTIVE 1: PROVIDE MATERIALS AND TRAINING FOR CLUBS TO BECOME BETTER ADVOCATES FOR THE HOBBY AND PROMOTERS OF THE AMA.

ACTION PLAN: Create a club resource kit.

ACTION PLAN: Review and update club manual before club renewals.

ACTION PLAN: Create nonprint resources such as video tutorials.

ACTION PLAN: Appoint/hire a person or establish a committee dedicated to club development.

ACTION PLAN: Identify and incentivize clubs to be more welcoming to new members.

OBJECTIVE 2: INCREASE NUMBER OF MODEL AVIATION EVENTS HELD AT CLUB FIELDS.

ACTION PLAN: Provide guidance for hosting events.

ACTION PLAN: Connect clubs with other clubs, VPs, AVPs, LMs, and SIGs.

ACTION PLAN: Encourage clubs to conduct nonflying event opportunities such as mall shows, academic institutions, and community festivals.

ACTION PLAN: Encourage clubs to be a resource with other nontraditional UAS entities that use drones such as EMS, real estate agents, photographers, agricultural endeavors, and schools. Incentivize clubs to host events and welcome members.

ACTION PLAN: Develop incentive program for clubs to host events for new/prospective members.

ACTION PLAN: Showcase and celebrate active clubs.

ACTION PLAN: Incentivize clubs and members to host events that include a regional training center. (Consider locating regional sites at those with the most proven success.)

OBJECTIVE 3: CONNECT MEMBERS TO CLUBS.

ACTION PLAN: Connect members to clubs through AMS, outreach, and other tools.

PROGRAMMING CONTINUED

GOAL: IDENTIFY AND DEVELOP WAYS TO ENGAGE DIFFERENT DEMOGRAPHICS.

- OBJECTIVE 1:** BETTER IDENTIFY AND CLASSIFY OUR MEMBERS TO ENSURE DIFFERENT GROUPS ARE REPRESENTED, ACTIVE, AND ENGAGED.
- ACTION PLAN:** Regularly analyze membership demographics in AMS and categorize.
- ACTION PLAN:** Target media and outreach that caters to key demographics/categories.
- ACTION PLAN:** Conduct regular surveys to understand perspectives of all demographics.

- OBJECTIVE 2:** INCREASE THE RATE OF YOUTH MEMBERS BECOMING ADULT MEMBERS.
- ACTION PLAN:** Develop youth-to-adult strategy.
- ACTION PLAN:** Target and create media/message that caters to youth demographic.
- ACTION PLAN:** Collaborate with affiliate youth groups (e.g., CAP, BS, JORTC).
- ACTION PLAN:** Incorporate STEM activities into club tool kit and training.
- ACTION PLAN:** Encourage clubs to be more actively involved in schools through STEM training.

GOAL: BUILD AMA TO BE A NATIONAL LEADER IN STEM AND ACADEMIC CURRICULUM FOR UAS.

- OBJECTIVE 1:** DEVELOP A CATALOG OF STEM AVIATION PLATFORMS AND ACTIVITIES.
- ACTION PLAN:** Build upon existing programming (e.g., National Model Aviation Museum, National Model Aviation Day, Alpha, and TAG) and create unique AMA STEM activities.
- ACTION PLAN:** Collaborate with affiliate youth groups and existing air show/aviation events.
- ACTION PLAN:** Enhance/develop programming to include “distance learning” and virtual programs including the National Model Aviation Museum.
- OBJECTIVE 2:** CREATE EVENTS THAT CATER TO YOUTH AND SCHOOLS.
- ACTION PLAN:** Target and create both media and media messages that cater to the youth demographic.
- ACTION PLAN:** Provide resources and incentivize clubs to host STEM events.
- ACTION PLAN:** Collaborate with affiliate youth groups and existing air show/aviation events.



ORGANIZATION

GOAL: CREATE AND IMPLEMENT A CROSS-TRAINING INITIATIVE FOR KEY ROLES.

OBJECTIVE 1: CREATE A PLAN FOR LEADERSHIP POSITIONS AND STAFF-LEVEL POSITIONS.

ACTION PLAN: Empower Human Resources department to develop, document, and implement a cross-training program.

ACTION PLAN: Better define departments and standard operating procedures.

ACTION PLAN: Identify positions within departments to receive cross training.

ACTION PLAN: Build upon professional development among staff.

GOAL: IMPROVE THE INTERNATIONAL AEROMODELING CENTER.

OBJECTIVE 1: CREATE AND IMPLEMENT A LONG-TERM PLAN FOR THE USE OF THE IAC.

ACTION PLAN: EC and AMA Foundation to collaborate on vision for use of new facilities and use of IAC.

ACTION PLAN: Review previous site plans and designs.

ACTION PLAN: Survey visitors about on-site experiences. Survey members who do not visit the IAC.

ACTION PLAN: Discuss IAC with SIGs to ensure all disciplines are considered and incorporated.

ACTION PLAN: Foundation to create a capital campaign.

ACTION PLAN: Partner with local entities for services and financial assistance.

OBJECTIVE 2: BRING THE IAC TO MEMBERS.

ACTION PLAN: Review and possibly retool mobile experience.

ACTION PLAN: Build museum virtual tour and experience.

OBJECTIVE 3: DEVELOP REGIONAL AND NATIONAL EDUCATION PROGRAMS.

ACTION PLAN: Develop national programming for educators to learn about model aviation education hosted at IAC.

OBJECTIVE 4: CREATE A STRATEGIC LONG-RANGE PLAN FOR THE MUSEUM AS A PREMIER AEROMODELING MUSEUM.

ACTION PLAN: Museum Steering Committee and EC collaborate on vision for museum.

ACTION PLAN: Improve floorplan, visitor flow, exhibit space, review previous museum building designs.

ACTION PLAN: Survey on-site visitors, and members/museum patrons who have not visited the IAC.

ACTION PLAN: Improve museum outreach (educational programming, virtual museum experience).

OBJECTIVE 5: INCREASE EVENT PARTICIPATION AT THE IAC.

ACTION PLAN: Increase Nats participation.

ACTION PLAN: Increase non-dues revenue by hosting new/improved events.

ACTION PLAN: Identify prospective non-model flying events to host on-site.



LEGISLATION

GOAL: PLAN AND EXECUTE INITIATIVES TO POSITION THE SAFETY RECORD TO BENEFIT MARKETING AND INCREASE CREDIBILITY.

OBJECTIVE 1: ANALYZE AND COMPILE SAFETY INFORMATION.

ACTION PLAN: Annually analyze, compile, and distribute safety record.

ACTION PLAN: Establish perception as experts to influence regulation.

ACTION PLAN: Develop better methods to collect data. Regularly survey members and clubs about operations.

OBJECTIVE 2: DISTRIBUTE SAFETY INFORMATION.

ACTION PLAN: Identify entities we want to influence.

ACTION PLAN: Distribute safety record in both traditional (print) and nontraditional (web) media.

ACTION PLAN: Identify and secure partnerships to build coalitions with other stakeholders to share our message.

ACTION PLAN: More actively participate at industry conferences and speaking engagements.

OBJECTIVE 3: LEVERAGE INTERNAL RESOURCES TO DISTRIBUTE SAFETY RECORD AND PROGRAMMING.

ACTION PLAN: Increase signage at flying sites, parks, and other flying locations.

ACTION PLAN: Regularly distribute safety information to AMA leaders, including LMs, AVPs, VPs, CDs, and club officers.

ACTION PLAN: Regularly educate members about our safety programming to promote compliance including videos.

GOAL: ESTABLISH PERCEPTION AS EXPERTS TO INFLUENCE GOVERNMENT LEGISLATION AND REGULATION.

OBJECTIVE 1: BUILD AND INCREASE AWARENESS OF AMA'S ROLE AS A LEADING UAS ENTITY AMONG KEY STAKEHOLDERS.

ACTION PLAN: Identify entities we want to influence.

ACTION PLAN: Plan and execute initiatives to position the safety record to benefit marketing and increase credibility and distribute to stakeholders.

ACTION PLAN: More actively participate at industry conferences and speaking engagements.

ACTION PLAN: Continue federal level participation with safety and aviation committees and engagements.

OBJECTIVE 2: DEVELOP CAMPAIGN TO INFLUENCE OUR POSITIVE LEGACY.

ACTION PLAN: Leverage outlets that target key stakeholders (e.g., AOPA Live, ANN).

ACTION PLAN: Increase national media exposure (e.g., KBYF, PBS).

ACTION PLAN: Identify notable members who build their career on modeling.

ACTION PLAN: Leverage National Model Aviation Museum and archives to showcase AMA's heritage.

DATA

GOAL: IDENTIFY ALL OF OUR DATA NEEDS AND CREATE A DATA DICTIONARY.

- OBJECTIVE 1:** LEARN MORE ABOUT OUR MEMBERS AND CLUBS TO BETTER UNDERSTAND BEHAVIORS.
- ACTION PLAN:** Identify member to member relationships (e.g., parent to child).
 - ACTION PLAN:** Identify flying interests of our members to tailor content.
 - ACTION PLAN:** Learn from other associations about their data methodology.
 - ACTION PLAN:** Incentivize members to contribute information to better serve and cater to members' needs.
 - ACTION PLAN:** Develop a plan to better capture event participation.
 - ACTION PLAN:** Regularly analyze existing club programs (e.g., intro pilot, leader club).
 - ACTION PLAN:** Work with other departments to develop a wish list of data needs to collect from members.

GOAL: FURTHER DEVELOP AMS PROJECT.

- OBJECTIVE 2:** IMPROVE USER/MEMBER EXPERIENCE.
- ACTION PLAN:** Regularly evaluate metrics and sales to improve user experience and services.
 - ACTION PLAN:** Reduce the number of inbound support ticket requests to AMA Headquarters by providing more accessible information.
 - ACTION PLAN:** Evaluate and streamline membership join/renewal process.
 - ACTION PLAN:** Increase efficiencies for staff workflow.
 - ACTION PLAN:** Increase access to data and reports.
 - ACTION PLAN:** Reduce duplicative work and manual data entry.
 - ACTION PLAN:** Identify data not stored in the AMS (e.g., spreadsheets) and incorporate into the AMS.

