

**Strategic Plan
For the
Special Forces Association
2009-2018**

This document sets out a strategic plan for the Special Forces Association. It reviews strengths, opportunities, and weaknesses; presents a series of statements relating to the Special Forces Association's mission, vision, values and objectives; and sets out its proposed strategies, timelines and goals.

Mission Statement:

The Special Forces Association is a non-profit veteran's fraternal organization. Our mission is to serve as the Voice for the Special Forces Community; Perpetuate Special Forces Traditions and Brotherhood; Advance the Public Image of Special Forces and Promote the General Welfare of the Special Forces Community.

Strengths, Opportunities & Weaknesses

This strategic plan addresses the following key strengths and opportunities for the Special Forces Association:

Strengths

Basis for a strong management team
Very focused management/staff
Very strong historical base of Members.
One Voice for the SF Community

Opportunities

Corporate Sponsors to build programs
Communication plan for membership.
Certification Programs for Chapter Leadership
Revitalize the Association w/a new base of members.

Weaknesses

Absence of strong sales/marketing expertise
Chapters participation in National goals and programs.
Communication among Chapter/members.

Vision for the Special Forces Association.

- Our vision for SFA 2009-2018:
 - Improve communications with the membership and Chapters to better disseminate information and coordinate SFA programs and affairs, through the web site, monthly Newsletters, and a quarterly Chapter President's response.
 - To grow the Association by 50 percent to nearly 15,000 members.
 - Increase revenues in the Association to an amount over one million dollars a year by 2014.
 - Increase revenues to support our three main projects, (the Patriot Fund, the Tribute Fund, and the Scholarship Fund) through a program of Corporate Sponsorship and Fund Raising Activities, in order to:
 - Increase yearly scholarship awards to \$100,000 per year
 - Increase automatic donations to widows of SF KIAs to \$2,500
 - Significantly increase the capabilities of the Patriot Fund to support our SF active duty and National Guard forces, retirees, and veterans.
 - Raise sufficient funds to build a new National Headquarters on the Memorial Grounds capable of hosting events consisting of 300 persons.
 - Increase the ability of the National Board of Officers and staff to support our chapters in recruiting, fundraising, and support to our SF active duty and National Guard forces, retirees, and veterans.
 - Increase Chapter involvement in recruitment, fund raising, SFA National objectives, and support to the SF active duty and National Guard Forces, retirees and veterans.
 - Educate the public on the United States Army Special Forces vital role in national security.

Milestones:

- **2 Year Plan: (2008-2010)**

- Integrate the Association communication plan with the SF Command Strategic Communications plan. (Web site, Newsletters)
- Scholarship Fund increased to \$20K per year.
- Increase public awareness by establishing a PAO with the local community and active components.
- Institute a certification program for Chapter Officers.
- Prepare facilities for 2010 Convention to Host all chapters.
- Establish a facilities committee for the upgrades to Memorial Building Grounds and develop a Financial/Building Plan for National Headquarters.
- Plan for an organizational structure and budget for staff positions critical to the development of the Strategic Plan.
- Establish a membership development and fund raising committee whose immediate goals are to increase membership to 10,500 active members and establish a corporate sponsor program with the chapters.
- Establish a monthly newsletter to members.
- Unite National and its Chapters to support the common goals of SFA.
- Complete audit for the Memorial Building Fund.
- Complete and file new Articles of Incorporation with the State of NC

- **4 Year Plan: (2011-2012)**

- Scholarship Fund increased to \$50K per year.
- Membership increased to 12,600 active members.
- Establish relationships with other veteran organizations that support the SF community.
- Revenues for the Special Forces Association at \$500K.
- CFC listing for donations.
- DROP Magazine self sustaining on advertisements.
- Implement Awards Program for Chapters.
- Recruiting program for all Chapters implemented.

- **6 Year plan: (2013-2014)**

- Membership increased to 13,800 active members.
- National Internal structure for manning established.
- Increase revenues within SFA to \$1 million dollars.

- o Have minimum of 30% for funding MBF buildings.
- o Building Plan for National finalized.
- **10 Year Plan: (2015-2018)**
 - o Membership at 15,000 active members
 - o Construct a new SFA National Headquarters and convert existing building to SFA artifacts for the history of Special Forces Operations.
 - o Scholarship Fund increased to \$100K per year.
 - o National structure fully staffed.

Core Values

The core values governing the Special Forces Association's development will include the following:

- Special Forces Association operates in accordance with the highest standards in all relationships with its Chapters and members.
- Special Forces Association fosters a climate which encourages respect, innovation and diligence amongst the Chapters and its members.

Business Objectives

Longer term objectives of the Special Forces Association are summarized as:

- Establish Corporate sponsorship in Association (Chapter and National)
- Develop a well established Sales/Marketing Plan for the Association
- Invest portions of contributions to make programs self sustaining.

Key Strategies

The following critical strategies will be pursued by the National:

- Promote better communications with membership.
- Increase the donor base for the Scholarship, Tribute and Patriot Funds.
- Development/fund raising for sales/marketing.
- Strengthen web presence.
- Have the DROP financially self sustaining.

Major Goals

In support of our Strategic Plan the following key targets will be achieved by National over the next 5-10 years:

- Achieve advertising for the Drop of \$140K by 2011.
- Achieve annual revenues from all sources to meet or exceed \$1 Million in 2014.
- Establish a professional full time staff, including admin, finance, membership development and communications.
- Improve governance and transparencies by establishing a Board of Directors to oversee all SFA activities by 2012.

Strategic Action Programs

The following strategic action programs will be implemented:

- Recruit a Development Director for membership development and fund raising.
- To better coordinate and grow the Association in coordination with the Chapters, establish the following committees:
 - Chapter Liaison Committee
 - Communications Committee
 - Membership Development and Fund Raising Committee.
 - Finance Committee
 - Audit Committee
 - Building Committee

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Ronnie A. McCan

President

Special Forces Association