



# 2022 PROGRAM OF WORK





## TABLE OF CONTENTS

---

Executive Summary.....	3
2022 Themes.....	4
1Q2022 New Initiatives.....	5
2Q2022 New Initiatives.....	6
3Q2022 New Initiatives.....	8
4Q2022 New Initiatives.....	9
RACI Matrix .....	11
Advertising POW .....	14
Accounting POW .....	15
Club POW.....	16
Communication POW .....	18
Competition POW .....	20
Creative POW.....	21
Education POW .....	22
Foundation POW .....	24
Government Affairs POW .....	26
Information Systems POW .....	28
Membership POW .....	29
National Model Aviation Museum POW.....	30
Partnership and Sales POW.....	32
Publications POW.....	33
Retail POW.....	34
Safety and Technical POW.....	35

# 1. EXECUTIVE SUMMARY

---

This document is the culmination of work between the AMA staff and Executive Council to set forth a Program of Work (POW) for 2022. The initiatives outlined in this POW honor the AMA mission and serve to fulfill requests of the Executive Council and various committees. The 2022 POW prioritizes tasks for the organization and includes the adoption of a RACI Matrix to assist in project management.

In addition to better serving our members and growing the hobby, the 2022 POW heavily invests in our clubs and flying sites. Additional goals can be found on the following page and throughout each department POW beginning on page 14. Beginning on page 5, we outline significant new initiatives that the organization will tackle each quarter to fulfill AMA's predominant goals and mission.

## **The AMA Mission**

The Academy of Model Aeronautics is a world-class association of modelers organized for the purpose of promotion, development, education, advancement, and safeguarding of modeling activities.

The Academy provides leadership, organization, competition, communication, protection, representation, recognition, education, and scientific/technical development to modelers.

## 2. 2022 THEMES

---

Beginning on page 14 are individualized department initiatives with various goals and milestones specific to those functions and services. Consistently woven throughout all of the departments' POWs are the following three themes. These three themes will be identified in the quarterly program of work implementation efforts and found throughout each department.

### **Invest in Clubs**

2022 is the year of the club. Woven throughout this POW are efforts to empower and support our 2,300 clubs and flying sites across the country. AMA will be adding new club resources, benefits, and training throughout the year. Clubs will continue to receive regulatory protections, waivers, and exemptions as it relates to altitudes, events, TFRs, and Remote ID. AMA will also more strategically collaborate with clubs to grow and serve the hobby and AMA mission.

### **Invest in Members**

Members are key to organization and fulfilling our mission. AMA will invest in our members by adding new services, features, and benefits. AMA will continue improve Headquarters' workflows and member service training. One measurable goal from this effort is to improve member retention rates by 2%.

### **Increase Engagement**

This POW includes more strategic efforts for our communications to members, clubs, and the public. Additionally, engagement includes more crowdsourcing, increased member services, and customized user experiences. One measurable goal is to increase social media reach/engagement by 15% (likes followers, subscribers, mentions).

## **3. IQ2022 NEW INITIATIVES**

---

### **Launch AMA Digital Cards**

**Goals/Themes:** Invest in members, increase engagements

**Strategy:** Digital membership cards sent automatically with a “thank-you” email. Members can print from their web accounts.

**Project Lead:** Angie Martin, Membership

### **Campaign: SRM Victories**

**Goals/Themes:** Invest in clubs, increase engagements

**Strategy:** Celebrate AMA Government Relation victories for clubs and events

**Project Lead:** Tyler Dobbs, Government Relations

### **Improve and Promote Life Membership**

**Goals/Themes:** Invest in members, increase engagements

**Strategy:** Make much-needed updates to the Life Membership program, to include review of benefits and more coordinated promotion.

**Project Lead:** Angie Martin, Membership

### **Create an Online Portal to Make Camping Reservations**

**Goals/Themes:** Invest in members, increase engagements

**Strategy:** In addition to phone or in person, allow members to request IAC campsites online.

**Project Lead:** Eric Bachmann, Information Technology

### **Campaign: Know Before You Fly (TBD); Annual/Ongoing**

**Goals/Themes:** Increase engagements

**Strategy:** Continue organizational efforts to promote KBYF by bidding as a contract partner to fulfill the FAA statement of objective campaigns and projects.

**Project Lead:** Tyler Dobbs, Government Relations

### **Campaign: Hearts and Minds; Annual/Ongoing**

**Goals/Themes:** Increase engagements

**Strategy:** Create “AMA Snapshots” that help tell the AMA story, winning over the hearts and minds of our members.

**Project Lead:** Mark Benson, Creative

## **4. 2Q2022 NEW INITIATIVES**

---

### **CBO Recognition Process**

**Goal:** Invest in members

**Strategy:** Prepare and apply to be a Community-Based Organization per AC 91-57C.

**Project Lead:** Tyler Dobbs, Government Relations

### **Improve Club Search Online**

**Goal:** Invest in clubs; invest in members; increase engagements

**Strategy:** Create enhancements to the club finder on the website, to include sorting and filtering by leader club, intro pilot instructors, and other important club benefits.

**Project Lead:** Eric Bachmann, Information Technology

### **EAA Chapter and AMA Club Young Eagle Build**

**Goal:** Invest in clubs; increase engagements

**Strategy:** Revive this program that was stalled because of COVID-19 to connect AMA clubs with EAA chapters to inspire youth.

**Project Lead:** Kenny Cassidy, Membership

### **Campaign: Membership Acquisition with 3MT**

**Goal:** Invest in clubs, Increase engagements

**Strategy:** Launch an acquisition campaign in May to members, clubs, and possibly hobby shops offering free three-month trial (3MT) memberships. Encourage clubs to match with local dues.

**Project Lead:** Kenny Cassidy, Membership

### **Restructure Newsletters and E-Communications**

**Goals/Themes:** Invest in clubs; invest in members; increase engagements

**Strategy:** Streamline newsletter and email member engagement; consolidate AMA Today, Rotor Report, and Media Minute into AMA This Week. Later in the quarter, create personalized content blocks within AMA This Week that customize content based on member preferences, location, and interests

**Project Lead:** Rob Kurek, Communications

# PROGRAM OF WORK

2022

## Campaign: Why Your Local Group Should Charter as an AMA Club

**Goal:** Invest in clubs; increase engagements

**Strategy:** Draft messaging highlighting the benefits of being an AMA chartered club by mid 2Q22 and work with Creative and Communications to get message out by end of 2Q22.

**Project Lead:** Ilona Maine, Clubs

## Scope Walk of Fame Foundation Campaign

**Goal:** Increase engagements

**Strategy:** Determine pricing IT/Creative capacity needs for virtual tour, online brick locator, and on-site kiosk/signage. Develop campaign materials for major gift prospects with public campaign launch in 2023.

**Project Lead:** Kelsie Walker, AMA Foundation

## 5. 3Q2022 NEW INITIATIVES

---

### Assist and Train Club Officers Through Email Journey

**Goal:** Invest in clubs; invest in members; increase engagements

**Strategy:** Create content (video/written w/graphics) for monthly club officer emails with AMA/club business-related matters.

**Project Lead:** Ilona Maine, Clubs

### Dynamic and Personalized Member Content

**Goal:** Invest in clubs; invest in members; increase engagements

**Strategy:** Use data to create personalized content blocks within AMA This Week that customize content based on member preferences, location, and interests.

**Project Lead:** Rob Kurek, Communications

### Reboarding Member Email Journey

**Goal:** Invest in members; increase engagements

**Strategy:** Continuation of 2021 project. Provide much needed updates to current member journeys.

**Project Lead:** Angie Martin, Membership

### Launch Club Toolkit

**Goal:** Invest in clubs; invest in members; increase engagements

**Strategy:** Begin aggregating resources for club tool kit by 2Q22. Collaborate with other departments for additional resources. Work with Creative and Communications in 3Q22 to compile, design, and distribute.

**Project Lead:** Ilona Maine, Clubs



## **6. 4Q2022 NEW INITIATIVES**

---

### **Military Recognition and Honor**

**Goal:** Invest in clubs, Invest in members, Increase engagements

**Strategy:** Explore options to honor our military and veterans through thank-yous and other benefits. Work with Partnerships, Creative, and Communications

**Project Lead:** Angie Martin, Membership

### **Launch Online Club Charter Renewal**

**Goal:** Invest in clubs; invest in members; increase engagements

**Strategy:** Plan and set milestones for online club charter renewal with IT by 1Q22. Have functioning club charter renewal ready by mid-September 2022. Form a test group of club officers to test starting in October 2022. Correct problems and have a live platform mid-November 2022.

**Project Lead:** Eric Bachmann, Information Technology

### **Improve and Expand Flying Site Services**

**Goal:** Invest in clubs; invest in members; increase engagements

**Strategy:** Review current flying site assistance material (written and online) by the end of 2Q22. Collaborate with Creative for branding updates and potential new creative material by the end of 3Q22. Work with IT to update website information by the end of 4Q22.

**Project Lead:** Ilona Maine, Clubs

### **Remote ID FRIA Application**

**Goal:** Invest in clubs; invest in members

**Strategy:** Work with FAA, staff, clubs, and AMA leadership to coordinate efforts to secure Remote ID FRIA status for AMA's fixed flying sites.

**Project Lead:** Tyler Dobbs, Government Relations

### **Museum Virtual Tour**

**Goal:** Invest in members

**Strategy:** New local vendor with IT in 2021-2022. Shoot new gallery photos and upload to new virtual tour online by 4Q22.

**Project Lead:** Michael Smith, National Model Aviation Museum

## Redesign [www.AMAFlightSchool.org](http://www.AMAFlightSchool.org) With Basic LMS

**Goal:** Invest in clubs, Invest in members, Increase engagements

**Strategy:** In conjunction with new Learning Management System (LMS) elements, create an AMA Flight School experience that enables easy access to the training modules and resources that our varied audience requires. Archiving, combining, and deleting pages will be a priority in this task. Pending advice from IT and Creative departments, a WordPress Theme might be utilized to build this page.

**Project Lead:** Kyle Jaracz, Education

## **7. RACI MATRIX**

---

The following two pages describes the various roles by staff and council to complete the new initiatives identified in the 2022 POW.

RACI identifies the four key responsibilities in project management: Responsible, Accountable, Consulted, and Informed. The definitions were derived from various references, to include The Project Management Institute, Society for Human Resource Management, Service Level Agreement Guide, A Guide to the Business Analysis Body of Knowledge, and the American Society of Association Executives.

**Responsible:** Implements and completes the task.

**Accountable:** Project manager. Sets expectations, delegates, reviews, and signs off on completed task.

**Consulted:** Provides input, suggestions, and expertise.

**Inform:** Kept up-to date on progress.

Depending on the level of complexity, additional RACI matrixes might be created within each initiative to achieve various milestones at the discretion of the accountable lead. Individual department POWs, beginning on page 14, might also incorporate RACI matrices for department goals and strategies.

# RACI CHART

2022

Responsible: Implements and completes the task.  
 Accountable: Project manager. Sets expectations, delegates, reviews, and signs off on completed task.  
 Consulted: Provides input, suggestions, and expertise.  
 Inform: Kept up-to date on progress.

		1Q22				2Q22						
		Launch AMA digital cards	Campaign: SRM altitude victories	Improve and promote Life membership	Online portal for camping reservations	CBO recognition process	Improve club search online	EAA chapter and AMA club Young Eagle Build	Campaign: Membership acquisition Free 3MT (possible IPP integration)	Restructure newsletters to AMA This Week	Campaign: Why your local group should charter with AMA	Scope Walk of Fame campaign
STAFF DEPARTMENTS	Clubs		C	C		C	C	C	C	C	A	
	Communications	C	R	R	C	C	C	C	R	A	R	
	Competition				C					C		
	Creative	C	R	R	C	C	C	C	R	R	R	R
	Education					C		C		C		
	Finance/Accounting			C	C				C			R
	Foundation			C			C			C		A
	Government Relations		A			R/A				C	C	
	Information Technology	R		C	R/A	C	R/A	C	C	R		C
	Membership	A	C	A	C	C	C	A	A	C	C	
	Museum				C					C		
	Partnerships			C				R	C	C		
	Publications		C	C					C	C	C	
	Retail			C	C				C	C		
Tech/Safety									C	C		
EC & COMMITTEES	Advocacy Committee		I			I						
	Education Committee							I				
	Foundation Board			I								I
	IT Committee	I			I		I			I		
	Marketing and Membership Committee	I	I	I				I	I	I	I	
	Museum Committee											
Safety Committee					I					I		

# RACI CHART

2022

Responsible: Implements and completes the task.  
 Accountable: Project manager. Sets expectations, delegates, reviews, and signs off on completed task.  
 Consulted: Provides input, suggestions, and expertise.  
 Inform: Kept up-to date on progress.

		3Q22				4Q22						Annual / Year Long	
		Assist and train club officers through email journey	Dynamic and personalized member content	Reboarding member journey	Launch club toolkit	Military recognition and honor	Launch online club charter renewal	Improve and expand flying site services	Remote ID FRIA application	Museum virtual tour	Redesign AMA Flight School with basic LMS	Campaign: KBYF FAA new campaigns (TBD)	Campaign: Retention Hearts and Minds
STAFF DEPARTMENTS	Clubs	A	C		A		A	A	C		C		C
	Communications	C	A	C	C	R	C		C		C	R	R
	Competition				C				C				
	Creative	C	R	C	R	R	C	R	C	R	C	R	R/A
	Education	C			C		C	C			A	C	
	Finance/Accounting				C		C					C	
	Foundation				C					C			
	Government Affairs				C				R/A			A	
	Information Technology	R	R	R	R	C	R	R	C	C	R		
	Membership			A	C	A		C					C
	Museum			C		C				A			C
	Partnerships			C	C			C				C	
	Publications		C		C							C	C
	Retail	C	C	C	C	R							
Tech/Safety	C		C	C			C	C		C	C		
EC & COMMITTEES	Advocacy Committee								I			I	
	Education Committee	I									I		
	Foundation Board					I				I			
	IT Committee	I	I	I	I	I	I	I	I	I	I		
	Marketing and Membership Committee	I	I	I	I		I	I			I	I	I
	Museum Committee									I			
	Safety Committee	I		I	I						I		

# ADVERTISING POW

---

### Mission:

To be a marketable and cost-effective advertising outlet for the model airplanes, radio-controlled cars, radio-controlled boats, and the entire radio-controlled/modeling industry and to connect AMA members to products and services that are not only hobby-centric, but also consider non-hobby advertisers whose products our members use to enjoy the hobby of model aviation.

### 2022 Goals:

- A. Familiarize and evaluate all current advertisers.
- B. Continue to research and prospect for new advertisers.
- C. Develop advertising packages that create better opportunities and views for advertisers.
- D. Develop at least one relationship that is outside of the RC industry to be an advertiser.
- E. Develop a discount advertising program for hobby shops that are a part of the Retailer Program.
- F. Develop a club event discount program for full-page ads and evaluate the placement of these ads within *Model Aviation* and *Park Pilot*.
- G. Evaluate pricing when advertisers need help when creating an ad (per hour, by the size?)

### Program of Work

- 1. Goals A, B, D: Throughout Q4 2021-2022.
- 2. Goal C: Launch Q3, 2022. Working with Creative team to develop.
- 3. Goal E: Deadline Q4, 2022. Working with Kenny and Rob to develop and communicate.
- 4. Goal F: Deadline Q4, 2022. Working with Rob and Ilona to develop and communicate.
- 5. Goal G: Deadline Q4, 2022 to see if this effort is worth the revenue dollars.

## **ACCOUNTING POW**

---

**Mission:**

To provide accurate and timely financial information to EC and staff.

**2022 Goals:**

- A. Produce a balanced budget .
- B. To receive an unbiased and qualified opinion on the audit report.
- C. To provide timely monthly financial reports.
- D. Strive to maintain a healthy financial position.

**Program of Work**

- 1. Work with all departments to prepare their budgets to meet the needs of AMA members.
- 2. Work with auditors to provide the required audit workpapers for them to do their due diligence as auditors.
- 3. Gather and summarize the monthly financial data into an understandable document for decision makers.
- 4. Monitor all spending and income sources to maintain a healthy financial position.

# CLUB POW

---

### Mission:

The mission of the AMA Clubs department is to provide exceptional customer service to all its members, chartered clubs, and club officers.

### 2022 Goals:

- A. Create messaging “Why your local group should charter with AMA” by 2Q22.
- B. Launch online club charter renewal by 4Q22.
- C. Create a club officer email journey by 3Q22.
- D. Promote Introductory Pilot Program and increase instructor enrollment by 1% by 4Q22.
- E. Complete 2022 club charter renewals by mid-2Q22.
- F. Launch a club tool kit by 3Q22.
- G. Improve and expand Flying Site Assistance resources by 4Q22.
- H. Provide efficient customer service and assist members in appropriate insurance claims filing process.
- I. Monitor legal matters (pre-suit and/or in litigation) and provide updates to AMA executive director, president, and/or EC as necessary.
- J. Represent AMA at events and/or meetings in a professional manner and establish trusting relationships with members, clubs, and other individuals within and outside of the modeling community.
- K. Learn how government regulations are impacting clubs/flying sites. Plan and prepare to address those changes internally and externally.
- L. Start succession planning for department areas/duties.

### Program of Work

1. Draft messaging highlighting the benefits of being an AMA chartered club by mid 2Q22 and work with Creative and Communications departments to get message out by end of 2Q22 (**Goal A**).
2. Create online club charter renewal requirements with IT by 1Q22. Have a functioning BETA club charter renewal ready by mid-September 2022. Form a BETA test group of club officers to test the platform starting October 2022. Correct errors and have live platform mid-November 2022. This includes working with Creative for end-consumer experience (**Goal B**).
3. Create content (video/written w/graphics) for monthly club officer emails with AMA/club business-related matters with help from Creative and Education departments. Work with Communications and IT on implementation by end of 3Q2022 (**Goals C and D**).
4. Work with HR to obtain additional staffing (4Q21) to process 2022 club charter renewal requests, issue insurance certificates, mail insurance certificates to holders, and email all documentation to clubs prior to April 1 (**Goal E**).
5. Begin aggregating resources for club tool kit by 2Q22 by utilizing additional staff obtained in 4Q21. Collaborate with Education, Technical/Safety, the AMA Foundation, and potentially other departments for additional resources, including quarterly (initially) virtual roundtables.



## DEPARTMENT POW

2022

- Work with Creative and Communications in 3Q22 to compile, design, and distribute (**Goal F**).
6. Review current flying site assistance material (written and online) by the end of 2Q22. Collaborate with Creative for branding updates and potential new creative material by end of 3Q22. Work with IT to update website information by the end of 4Q22 (**Goal G**).
  7. Create SOP to efficiently (cross-)train staff assisting with claims process by the end of 2Q22. Communicate with entities involved in potential insurance claims and communicate with TPA, when applicable. This is a year-round effort (**Goal H**).
  8. Monitor insurance claims that could potentially become a litigation matter, communicate with TPA, local adjuster, AMA legal counsel, and/or local claim counsel when applicable, and inform AMA executive director, president, and/or EC on new claims or current litigation, when applicable. This is a year-round effort. (**Goal I**).
  9. Attend one virtual club meeting each quarter, giving members opportunities to meet Headquarters staff, bridging the gap and establishing professional and trusting relationships. Attend additional events and/or meetings (in person or online) as necessary (**Goal J**).
  10. Start monthly meetings between Government Relations team and clubs to gain a better understanding of current and upcoming regulations in January 2022. Create reference material for Clubs staff to have on hand for club/members' questions by 2Q22 (**Goal K**).
  11. Assist Government Relations department with FRIA process. When FAA has finalized the official process, both departments will collaborate on how to work together to accomplish this process in whatever time frame will be required by the FAA. Work with HR to obtain additional staff resources for this project. Anticipated launch date is September 2022 (**Goal K**).
  12. Create SOPs for all duties performed within department by end of 2022 (**Goal L**).

# COMMUNICATION POW

---

### Mission:

Provide content across all AMA media channels that inspires, informs, and instructs our members and model aviation enthusiasts. To support other departments in related communications efforts and help grow membership by consistently providing high-quality, relevant content across the AMA media spectrum.

### 2022 Goals:

Utilize SMART: Specific, measurable, achievable, relevant, timely

- A. Align content with organizational goals, to include the “Four Pillars,” and AMA Content Strategy.
- B. Become more data driven with digital content, delivering content based on member engagement.
- C. Create content that enhances member value, recruitment, and retention.
- D. Advise, support, and help sustain other departments’ content needs and goals.
- E. Monitor content across all channels to ensure that AMA is compliant with our nonprofit, 501(c)3 status.

### Program of Work

1. Showcase/highlight AMA clubs and members (ongoing), involving nearly all departments (**Goal A**).
2. Streamline newsletter and email member engagement; consolidate AMA Today, Rotor Report, and Media Minute, into AMA This Week, launch in 2Q22. All departments that contribute to the newsletters and periodically do push emails (**Goals A-E**).
3. Working with IT and Creative departments, create personalized content blocks within AMA This Week that customize content based on member preferences, location, and interests, launch July 1, 2022 (**Goal B**).
4. Assist with content development ideas, copywriting, editing, proofreading, and creating communication plans (ongoing), involving nearly all departments (**Goals A, B, C, D, and E**).
5. Cross-promote all member-focused channels, print, and digital (ongoing) utilizing Communications, Publications, and Creative departments (**Goal D**).
6. Promote the value of AMA programs, products and services in all channels, print, and digital (ongoing), involving nearly all departments (**Goals A, C, D, and E**).
7. Use “Four Pillars” and “Inspire, Inform, and Instruct” theme from Content Strategy as a filter for AMA content (ongoing), involving nearly all departments (**Goals A, B, C, and E**).
8. Continue to update content in existing print marketing materials (ongoing) utilizing Clubs, Membership, AMA Foundation, Education, Creative, and other departments as required (**Goals A, C, D, and E**).
9. Continue to update content on AMA websites (ongoing), involving nearly all departments (**Goals A, B, C, D, and E**).
10. Streamline and consolidate AMA Content Strategy to one page by December 1, 2021, and review, revise, and update as needed in 2022. Collaborate with other departments as needed (**Goals A, B, C, D, and E**).
11. Collaborate with content creators to ensure AMA messaging is consistent, while also maintaining the tone, brand, and format of each AMA media channel (ongoing) Involving nearly all departments (**Goals A, C, and E**).

12. Keep staff informed of important communications efforts (ongoing) involving all departments **(Goals A, B, C, D, and E)**.
13. Continue to develop themed content, especially concerning topics that support AMA goals, such as AMA Build Month (October), National Drone Safety Awareness Week (determined by the FAA), National Safety Month (April), National Volunteer week/month (also April), and National Aerobatics Day (June). Explore other national observances as a way of increasing AMA awareness in the general public and expanding inclusive messaging. Examples include Women's History Month (March) and Black History month (February). Collaborate with other departments as needed **(Goals A, C, D, and E)**.
14. Monitor association communications trends (ongoing) **(Goals B and C)**.

## **COMPETITION POW**

---

**Mission:**

Continue to provide quality customer service for members who participate in competition-type events.

**2022 Goals:**

- A. Continue growth and development within the competition portal of the AMA website regarding sanctioning procedures.
- B. Updates/enhancements to the portal as outlined in original development stages, to include pricing updates.
- C. Create a webpage to cover the World Championships that encourages visitors from around the world to keep up-to-date with the event as it is happening.
- D. Create or purchase software that will track camping reservations and possibly offer online reservations.
- E. More social media presence, advertising, and promotion for the Nats.
- F. Coordinate with the EC and staff to host the third annual National Fun Fly.

**Program of Work**

- 1. Deadline for World Championship website presence is January 1, 2022. Work with Creative, Communications, and IT departments.
- 2. Find solutions to improve the Nats portal both online and in NetForum.
  - a. Registered contests are not showing up online.
- 3. Provide guidance and help coordinate the National Fun Fly.

# CREATIVE POW

---

### Mission:

To provide direction and deliverables that support and help shape the experience in support of the strategic direction and vision of the AMA.

### 2022 Goals:

- A. Increase social media reach and engagement by 15% (likes, followers, subscribers, and mentions).
- B. Identify and support more virtual engagement opportunities (dependent upon others).
- C. Focus more on how-to content in an effort to increase our YouTube reach and revenue (dependent upon others).
- D. Crowdsource content from members and clubs, increasing engagement in support of a national campaign.
- E. Add more product/store/donations CTAs to the digital experience as measured by sales/revenue.
- F. Budget for more paid media (members and products such as plans to Facebook groups, etc.).

### Program of Work

1. Hearts and Minds Campaign: AMA SNAPSHOTS that help tell the AMA story, winning over the hearts and minds of our members. All departments are represented. measurements include engagement metrics and member retention. Core pillars (safeguarding, learning, community, recognition) will be woven throughout our content/messaging.
2. Recommend and implement a digital workflow for digital content (dependent on others and content strategy).
3. Identify and engage with social influencers.
4. Continue to support other departments.
5. Event coverage will require some travel.

# EDUCATION POW

---

### AMA Education Department Mission:

The AMA Education Department supports the present and future of modeling and is committed to inspiring a love of aviation around the world by coordinating, supporting, and inspiring education and scientific/technical development for our current and future members with STE(A)M-focused components, thereby ensuring that the public has access to quality resources, experiences, and activities that develop their understanding and appreciation of aviation in all its forms.

### 2022 Goals:

- A. Successfully conduct AMA Jr. Camp, March 7-11, 2022.
- B. Successfully conduct Camp AMA June 12-18, 2022.
- C. Conduct successful international UAS4STEM competition, July 27-29, 2022, at EAA AirVenture.
- D. Continue to service Civil Air Patrol in its model aviation endeavors.
- E. Provide resources to members and clubs as they conduct community outreach, such as giveaways and educational resources.
- F. Create an RC Pack for AMA ALPHA and AMA BETA that would incorporate three-channel RC to existing products.
- G. Update AMA Flight School website to function within Drupal 9 framework.

### Program of Work

1. **Successfully conduct AMA Jr. Camp, March 7-11, 2022.**  
(Supports STE[A]M efforts, enables member and club engagement opportunities.)  
**Primary Tasks:** Develop curriculum; determine advertising strategy; determine resources for flight packs to be ordered, packaged, and shipped; coordinate and confirm individuals for interviews; design instructions/templates; schedule and conduct videography; shoot/edit b-roll and post-production work; update website.  
**Deadline:** Final production scheduled for March 7-11, 2022.  
**Departments:** Education, Marketing/Creative, Communications.
2. **Successfully conduct Camp AMA, June 12-18, 2022.**  
(Supports STE[A]M efforts and provides great press opportunity for youth participation. Success determined by level of resources made available.)  
**Primary Tasks:** Determine advertising strategy; design T-shirts; develop STE(A)M camp challenges; determine resources for campers to be ordered; coordinate donations; coordinate and confirm camp instructors; plan housing, food, and travel/rentals; schedule week activities; schedule and conduct videography; update website.  
**Deadline:** Camp AMA takes place June 12-18, 2022.  
**Departments:** Education, Marketing/Creative, Communications.

3. **Successfully conduct International UAS4STEM competition, July 27-29, 2022.**  
(Supports STE[A]M efforts and provides great press opportunity for youth participation and grant opportunities.)  
**Primary Tasks:** Determine advertising strategy; update rulebook; conduct monthly livestream chats; coordinate donations; coordinate and confirm camping and event with EAA; plan housing, food, travel/rentals; schedule week activities; create banners and big checks; schedule and conduct videography; update website.  
**Deadline:** UAS4STEM takes place July 27-29, 2022, at EAA AirVenture.  
**Departments:** Education, Marketing, Creative, Communications, EAA.
4. **Provide resources to members and clubs.**  
**Primary Tasks:** Send gliders, templates, etc., to members and clubs as they conduct community outreach.  
**Deadline:** Continuing efforts (year-round).  
**Departments:** Education.
5. **Implement modern training methodology/software in curriculum/module/training resources**  
(Supports STE[A]M efforts, can provide non-dues revenue stream. Success determined by level of resources made available.)  
**Primary Tasks:** Implement Opigno modules into workflow to create modern training solutions for members, clubs, and educators with the intention of future incorporation into an integrated LMS offering.  
**Deadline:** Continuing efforts (year-round).  
**Departments:** Education, Marketing, and Creative.
6. **Explore Three-Channel RC addition to ALPHA and BETA aircraft.**  
(Supports STE[A]M efforts and provide non-dues revenue stream. Success determined by level of resources made available.)  
**Primary Tasks:** Determine cost structure for off-the-shelf components that can be utilized to create this product; develop ordering process; develop training resources and instructions.  
**Deadline:** ASAP, Q1?  
**Departments:** Education, Marketing, Creative, Communications, Retail.
7. **AMA Flight School website update to Drupal 9**  
(Supports STE[A]M efforts. Success determined by level of resources made available.)  
**Primary Tasks:** Update AMA Flight School experience that enables easy access to the training modules and resources that our varied audience requires. Archiving, combining, and deleting pages may be a priority in this task.  
**Deadline:** End of Q4.  
**Departments:** Education, IT, Marketing, Creative, Communications, Outside Vendors.

# FOUNDATION POW

---

### Mission:

To advance the organizational goals of the Academy of Model Aeronautics through financial support of its charitable programs.

### 2022 Goals

- A. Continue to improve donor acknowledgment and stewardship processes in order to
  1. reduce staff worktime spent on administrative tasks and reallocate to donor-oriented tasks (calls, emails)
  2. decrease mailing and postage costs by at least 50%
- B. Continue to maintain consistent, clear, and impact-driven communication with donors through web, email, and print media.
- C. Close \$200,000 (cumulative) in naming and endowment gifts from individuals and corporate entities for Naming Rights Campaign throughout the course of 2022.
- D. Launch campaign to fundraise for Walk of Fame Virtual Tour and online brick locator (in conjunction with naming opportunities for Walk of Fame).
- E. Increase number of monthly donor program donors (Torchbearers) by 50% [n=13].
- F. Maintain 90% [n=24] retention of current monthly donors by the end of 2022.

### Program of Work

6. **Prospect Research and Cultivation for Naming and Walk of Fame Campaigns**
  - a. **Primary Tasks:** Develop prospect list of individuals and corporations and distribute list to select staff and AMA Foundation Board members. Develop leads within corporate contacts for naming opportunities. Follow up with Heritage and Legacy members for naming and direct gifts.
  - b. **Deadline(s):**
    - i. prospect and list development due by January 2022.
    - ii. Gift revenue goals will be tracked all year with goal of \$200,000 raised by the end of 2022.
  - c. **Departments:** Foundation, Partnerships, Chad B., IT, Creative.
  - d. **Goal(s) addressed:** C, D.
7. **Campaign for Walk of Fame: Virtual Tour/Walkthrough/Aerial View, online brick locator, on-site kiosk/signage for locating bricks**
  - a. **Primary tasks:** Determine pricing; IT and Creative capacity needs for virtual tour; online brick locator; and on-site kiosk/signage. Develop campaign materials (web page/eweb donation tool page, mock-up of on-site improvements, pitch video, develop communication plan (email campaign, phone call schedule, advertising in magazine). Connect online platform for brick locator to National Model Aviation Museum history project.



- b. **Deadlines:**
    - i. Pricing and research on capacity for virtual tour due by End of Q2 2022.
    - ii. Major gift prospects contacted and solicited for gifts during Q2 and Q3.
    - iii. Public fundraising campaign launched Q1 (TBD).
    - iv. Campaign goal reached by end of Q1 2023.
    - v. Implement Q2, Q3, and Q4 of 2023.
  - c. **Departments:** Foundation, IT, Creative, Communications.
  - d. **Goals addressed:** D.
8. **2022 Torchbearer Program**
- a. **Primary Tasks:** Develop 12-month plan for Torchbearer email content [podcasts, program updates, livestream/roundtables]. Place two ads for Torchbearer giving program in *Model Aviation* (January 2022 and July 2022 issues). Develop content to promote Torchbearer program in *AMA Today*, *AMA Air*, and other channels within the magazine. Send one-year anniversary appreciation gifts and correspondence to current Torchbearers.
  - b. **Deadlines:** Plan due end of **Q4 2021**. January 2022 ad due **November 1, 2021**. July 2022 ad due May 1, 2022. Varying deadlines for *AMA Today* and *AMA Air*. Torchbearer anniversary gifts are sent on donor's one-year date.
  - c. **Departments:** Foundation, Creative, Communications.
  - d. **Goals addressed:** E, F.

# GOVERNMENT AFFAIRS POW

---

### Mission:

Preserving, protecting, and advocating for our freedom to fly is the focus of the AMA Government Affairs team. We represent our members at the local, state, and federal level on legislative and regulatory issues that could potentially impact our longstanding hobby. As the collective voice for our members and the hobby, our team works to share the message of our safe operations in the airspace.

### 2022 Goals:

- A. Continue Safety Risk Management panels to obtain higher altitudes for AMA clubs located in controlled airspace.
- B. Obtain a blanket altitude waiver, or similar process, that authorizes our clubs to fly above 400 feet in Class G airspace and at Sanctioned Events.
- C. Begin the FRIA request process for our club flying sites.
- D. Strategize a plan and wish list for FAA Reauthorization of 2023.
- E. Obtain additional event waivers or blanket waivers for our club flying sites in the Wilmington, Delaware TFR.
- F. Develop a process that allows clubs in controlled airspace to request one-time events that are outside of the agreed upon operating procedures of their current LOAs.
- G. Finalize JROTC flying site LOAs.
- H. Communicate achievements regarding clubs and high-altitude operations.
- I. Participate in new Know Before You Fly Campaigns as identified by the FAA to promote safety among recreational operators.

### Program of Work

1. SRM panels are an ongoing project that will likely continue for years. It is possible that approximately 200 additional Class G flying sites will be added to the remaining 50 clubs currently on the SRM waiting list.
2. This request was made in the second quarter of 2021 and negotiations will continue into 2022. If approved, it is estimated that the waived altitude will accommodate 85% of AMA clubs in uncontrolled airspace. This will leave approximately 300 clubs that will likely need to go through the SRM process. This process could result in multiple SRM panels every month, requiring additional AMA Headquarters resources dedicated to the SRM process.
3. The FAA has stated that the FRIA request process will begin in September 2022. This process will require that every club seeking Remote ID exemptions for its flying site will need to provide the FAA with location, mapping of site, contact information, etc. The AMA government team will need to rely on the Clubs department to assist with this process.

4. Work with AMA EC to finalize a strategy and wish list regarding FAA reauthorization. This will require multiple teleconference meetings and include AMA's contracted consultants and lobbyists. This process will need to be completed by the end of Q2 2022. This timeline will allow AMA to work with industry allies and opponents regarding our proposal.
5. 2021 has resulted in a handful of VIP TFR event waivers. These events have effectively shown AMA's safety culture and attention in keeping the NAS safe for everyone. As a result, AMA Government Affairs team will readdress our request for a blanket waiver with the United States Secret Service in Q1 2022.
6. Work will continue in 2022 amending LOAs to allow clubs to hold one-time sanctioned events at altitudes higher than permitted for day-to-day operations.
7. JROTC flying sites are not currently authorized for operations. This authorization/LOA process will begin early 2022 and continue through the year. Most JROTC requests are at or below 400 feet, so these requests should be manageable with current resources.
8. Work with the Communications department to inform members of successful SRM panels and high-altitude UAS authorizations.
9. Work with various departments to participate in FAA efforts to promote safety among UAS operators through Know Before You Fly.

# INFORMATION SYSTEMS POW

---

### Mission:

The mission of the Information Systems department is to facilitate the design, development, and implementation of information technology and communications for AMA programs, as well as maintain, enhance, and evaluate the requirements of those systems. Support AMA in achieving all departmental goals, along with supporting the day-to-day operations efficiently while keeping the systems stable and secured.

### 2022 Goals:

- A. Improve customer experience online. This can be nonmember-, member-, or club officer-related improvements
- B. Improve staff experience with additional training.
- C. Upgrade software and hardware. Enhance areas of the website.

### Program of Work

1. Develop a digital membership card (pdf) online in the member's profile. Membership department. Q1, Goal A.
2. Upgrade to the latest service pack in NetForum, estimated April 30, 2022. Every department. Goals B and C.
3. Document SOP and train staff on areas of NetForum that change during the upgrade. Every department. Q1, Goal B.
4. Implement some back-end enhancements to [www.modelaircraft.org](http://www.modelaircraft.org) to improve data synchronization between NetForum and Drupal. Every department. Q2, Goals A and C.
5. Create enhancements to the club finder on the website, to include sorting, filtering by Leader Club, intro pilot instructors, and other important club benefits. Clubs department. Q2.
6. Implement a basic LMS system to [www.modelaircraft.org](http://www.modelaircraft.org) or [www.amaflightschool.org](http://www.amaflightschool.org). Education department. Q4, Goals A and C.
7. Online club recharter. Clubs department. Q4, Goals A and C.
8. Migrate our Drupal 7 sites to Drupal 9 and update themes. Many departments. Ongoing in 2022, Goals A and C.
9. Configure and install new server to replace our current virtual machine server. IT department. Q2, Goal C.
10. Improve staff knowledge of SharePoint through increased training. Every department. Ongoing in 2022, Goal B.
11. Continue to improve member journey emails. Membership department. Ongoing in 2022, Goal A.
12. Assist with redesign of AMA newsletters. Communications department. Goal A.

# MEMBERSHIP POW

---

### Mission:

The mission of the Academy of Model Aeronautics' membership department is to assist the model aviation community with respect and unparalleled customer service while maintaining a productive and enjoyable work environment for our team. It is our privilege to serve and inspire our members and to uplift and support our staff.

### 2022 Goals:

- A. Increase lapsed member reacquisition 5% over 2021 figures.
- B. Increase member retention 2% over 2021 by improving customer experience both online and mail.
- C. Improve employees' workflow through streamlined report/card processes in NetForum.
- D. Increase new Life Member enrollment by 50%.
- E. Continue to build AMA's strategic efforts with membership acquisition: grow acquisition by 1%.

### Program of Work

1. Digital membership cards to be sent automatically with "Thank you for renewing" email and member can print from web account. This will help with Goals B Customer experience and C Improve employee workflow. IT, Membership, and Communications departments. Q1.
2. In-house Direct Mail Campaign to adult/senior lapsed members. This will help with Goal A reacquisition. Creative, Membership, Communications, and IT departments. Send April 2022.
3. Life membership 2.0: Make much-needed updates to Life Member program (decals/hats/change to payment terms) and promote heavily in 2022. This will help achieve Goal D Increase new life member enrollment. Creative, IT, Communications, Publications, Membership, and Retail departments. Q1.
4. Changes to decal/card delivery: Begin sending 2023 membership kits in July 2022. This will help with Goals B and C. Creative, Membership, and Communications departments. July 2022.
5. Member email journeys: This is a continuation of a 2021 project. Provide much-needed updates to current member journeys. This will help with Goals A and B. Membership, IT, Creative, and Communication departments. Q2.
6. Three-Month Trial Membership Drive Campaign: Encourage members, clubs, and possibly hobby shops to introduce others to the hobby and the flying field. AMA will pay for the guest's membership for three months anticipating a 20% conversion rate to full membership. Work with Creative, Communications, Partnerships, and IT departments. Goal E. Q2.
7. Revive Retailer Program: Leverage networks from NRHSA and existing hobby shops. Revive campaign, nurture relationships with more coordinated engagements/training. Work with Creative, IT, and Communications departments. Goal E. Q1.
8. Honor Our Military: Explore options to honor our military and veterans through thank-yous and other benefits. Work with Partnerships, Creative, and Communications departments. Goal B, E. Q4.

# NATIONAL MODEL AVIATION MUSEUM POW

---

## Mission:

The museum/library is dedicated to collecting and preserving significant pieces of aeromodeling history in order to inspire a broad and passionate understanding of the historic, scientific, technical, and artistic legacy of model aviation, creating learning opportunities that stimulate the imagination, and encourage visitors to become actively involved in the world of aeromodeling.

## 2022 Goals:

- A. Increase protection of the collection while on display and in storage while improving accessibility for staff.
- B. Enhance visitor experience (on-site and online, including researchers).

## Program of Work

### 1. Goal A

- a. Light levels: Monitor light damage to artifacts and retrofit lights with LEDs. Ongoing.
  - i. Volunteers install LEDs in new *Scale* exhibit. Complete Q1.
  - ii. Install UV shields on fluorescent bulbs in new *Miniature Aircraft at Work* gallery. Complete Q1.
  - iii. Replace UV shields in lighting for exhibit wall cases. Complete Q1.
- b. Rotate artifacts and exhibits to ensure best collections preservation. Ongoing.
- c. Improve artifact storage. Complete by Q2.
  - i. Install additional storage shelves in engine storage room and museum director's office.
- d. Install additional lights in storage rooms, especially in magazine storage area. Complete by Q2.
  - i. Require Maintenance department to relocate/install light fixtures, possibly additional wiring required.
  - ii. Brandon is aware of this project. I spoke to him this spring. I hope he can work on project this winter when there are no outside events

### 2. Goal B

- a. Touchscreen interactives, Dependent on COVID-19 situation.
  - i. Reinstall touchscreen exhibits. Complete by Q1.
  - ii. Develop additional touchscreen exhibits utilizing videos on hand. Ongoing.
    - 1. IT department.
    - 2. Outsourcing.
  - iii. Develop and install new unified system to run all touchscreens. IT department. Complete by Q2 for museum 2022 spring opening.
- b. *Miniature Aircraft at Work* gallery (text and signage). Complete by Q2.
- c. *Scale* exhibit. Complete by Q1.
  - i. Relocate aircraft.
  - ii. Write/install text and graphics.

- d. *Early Years* exhibit. Complete by Q2.
  - i. Review text and graphics.
  - ii. Complete design and send to printers. Creative department. Complete end of Q1.
  - iii. Volunteers install new exhibit text/graphic panels.
  - iv. Volunteers install inset exhibit cases and install lighting. Complete end of Q2.
- e. Improve Virtual tour
  - i. Shoot new 360 pictures of the gallery.
    - 1. Determine if we have the in-house capability or locate new vendor for tour. Creative and IT departments. Complete by Q3.
  - ii. Shoot new gallery pictures. Creative department, outside vendor. Complete by Q4.
  - iii. Insert new images into virtual tour. IT department. Complete by Q4.
- f. Enhance *Digital Collections Online* by continuing to add collection items. Ongoing.
  - i. Need to upgrade our PastPerfect Online subscription to allow for more objects to be loaded. Complete by Q1 with annual renewal.

# PARTNERSHIP AND SALES POW

---

### Mission:

To be AMA's conduit to build and foster strategic partnerships that will continue to further the recreational activity of aeromodeling and continue to grow the AMA membership community and provide valuable benefits to both AMA members and AMA Chartered Clubs.

### 2022 Goals:

1. Expand the AMA Coalition to prepare for reauthorization in 2023.
2. Launch a dental and vision plan at a discounted rate for AMA members. Q1.
3. Create a strategic partnership with a nationally recognized veterans group/association.
4. Create a partnership website that allows for companies to understand what it means to partner with AMA. This will be the groundwork to partner with large entities such as Boeing, Scouts, etc.
5. Launch a Home/Life/Auto plan at a discounted rate to AMA members. Q1.

### Program of Work

- A. Planning will take place throughout 2022. The AMA Government Affairs department, Communications, and branding will play a role in growing this group.
- B. Deadline of March 31, 2022. AMA Membership Team and AMA Communications team will help with the roll out of this new member benefit.
- C. Formalize throughout 2022. Continue to work with Membership department to recognize and honor our veterans and military.
- D. Launch Q3 2022. This will affect the Creative department as well as Foundation support.
- E. Deadline of March 31, 2022. AMA Membership department and Communications department will help with the rollout of this new member benefit.



# PUBLICATIONS POW

---

### Mission:

Inspiring, informing, and instructing our members and readers while also promoting both the AMA and the hobby.

### 2022 Goals:

- A. A strong focus on club-related content that will help clubs be successful.
- B. Work closely with our new advertising sales representative to develop a plan to stop the decline in advertising.
- C. Continue to look for ways to promote plan sales to increase non-dues revenue.
- D. Find ways to focus on our members in the magazine, such as we do with “I Am the AMA,” “Focal Point,” and “Viewfinder.”

### Program of Work

1. Starting with the January 2022 issue, begin publishing club content in *Model Aviation*. A call for contributions was done in the November issue in the editor’s column.
2. Starting in November, work with the advertising sales representative on setting goals and have monthly meetings to track progress and cultivate new prospects.
3. Work with Creative and Plans/Retail departments on ways to promote plans sales through digital and social media. Run a contest asking for readers to send in photos of aircraft bought from the AMA Plans Service. This could also help with providing photos of aircraft for the Plans website.
4. Seek out members to be featured in the magazine, especially those who might inspire others.

# RETAIL POW

---

### Mission:

To be a shopping destination online, at the National Model Aviation Museum, and at on-site or trade show events, offering a focused assortment of aeronautical-themed clothing, jewelry, and educational materials targeted to AMA members and nonmembers.

### 2022 Goals:

- A. Increase profits and decrease costs.
- B. Improve marketing of retail operations.
- C. Improve website.
- D. Improve Plans Service.

### Program of Work

1. Increase profits by 3%:
  - Utilize CAD-cut, heat-applied AMA logo on apparel and caps when able to do so.
  - Continue to search for new products to use the heat-sublimation process for AMA items.
  - Continue to update store displays.
  - Continue research for new merchandise.
  - Research vendors to purchase product at lowest cost.
  - Suggestive selling. Work on bundling products together. Caps/hats, etc.
  - Continue monthly Coupon Codes.
2. Improve marketing of retail operations:
  - Continue to update website.
  - Work on monthly AMA Today ads and quarterly *Model Aviation* ads when available.
  - Continue using online web store coupon codes.
3. Improve website:
  - Ensure that all merchandise is available online.
  - Monitor website content.
  - Update photos and descriptions as needed.
4. Improve AMA Plans Service:
  - Continue adding new plans to the updated Plans website.
  - Continue adding images of plans.

## **SAFETY AND TECHNICAL POW**

---

### **Mission:**

Update Safety Programs as necessary to cover all aspects of model aviation. Work with AMA Safety Committee to review any changes.

To manage all technical issues regarding model aviation within the scope of AMA.

Credential new Contest Directors, Event Managers, Large Model Airplane and Turbine-Waivered pilots.

Record and post (somewhere) AMA member National and World Records

### **2022 Goals:**

- A. Review and update Contest Director and Event Manager testing and migrate to new LMS as it becomes available.
- B. Notify District vice presidents of new CDs, Ems, and record holders in their districts each month.
- C. Improve awareness of safety initiatives such as LMA, Turbine Waivers, CD/EM processes.
- D. Update Frequency Coordinator job to include assisting clubs with 2.4 GHz issues at their flying sites. Need to create troubleshooting documentation and steps to be taken to resolve problem.
- E. Work with IT to connect national records to members and create a record listing on the AMA website.

### **Program of Work**

1. Work with Education department as new LMS system becomes available. Goal A.
2. Develop a systematic process to provide updates. Goal B.
3. Work with Education, Clubs, and Creative departments to communicate AMA's Safety initiatives. Goal D.
4. Work with Advanced Technology Committee to develop troubleshooting process. Goal E.
5. Work with IT department to develop an area in member's record to record national and world records. Create a page on the AMA website where this information will be displayed.