

COAST GUARD MUTUAL ASSISTANCE



STRATEGIC PLAN

March 2014

INTRODUCTION

PURPOSE

This Strategic Plan presents the vision and mission statements and outlines the long-range goals with corresponding business objectives for Coast Guard Mutual Assistance (CGMA).

BACKGROUND

Coast Guard Mutual Assistance, as we know it today, has a long history of helping the men and women of the United States Coast Guard. Originally established in 1924 by the wives of several Coast Guard officers as the *League of Coast Guard Women*, the organization was to “minister to the general welfare of the commissioned officers, warrant officers, enlisted men and civilian employees of the Coast Guard and their immediate families.”

In 1941, *Coast Guard Welfare* was formally established and took over the mission from the League. In 1979, the name was changed to *Coast Guard Mutual Assistance*. CGMA incorporated in the Commonwealth of Virginia on January 1, 1998.

ACTION

This plan provides guidance to CGMA employees, the Board of Control (BOC) and Representatives in the performance of duties. It forms the basis for the development and implementation of new programs and the delivery of service under all programs. It also makes a commitment to our primary clients and provides information that they can use in deciding to support CGMA. It is not a rigid formula but rather a guide and a baseline to provide continuity and communicate between the BOC and its primary clients. We will attempt to update it annually.

MISSION

CGMA strives to promote financial stability and general well being of the people it serves.

VISION

As a recognized leader in promoting financial stability for its clients, Coast Guard Mutual Assistance will seek to empower the Coast Guard family in meeting future financial challenges. Through partnerships with other assistance providers, we will deliver innovative financial assistance in response to emerging Coast Guard family needs. We will ensure that we are always ready, and always there as a critical safety net in times of financial need. We will truly look after our own.

GUIDING PRINCIPLES

All actions of Coast Guard Mutual Assistance Board of Control members, Representatives and staff members are governed by the following principles:

1. CGMA seeks to help members of the Coast Guard family achieve autonomous financial well being.
2. CGMA fosters self-respect and self-worth.
3. We assure applications for financial assistance are treated confidentially.
4. We treat all members of the Coast Guard community in an honorable and respectful manner.
5. We provide assistance in a timely manner.
6. We consistently apply our guidelines and principles fairly and equitably to all.
7. We make decisions based on the merits of individual cases.

PRIMARY CLIENTS/CUSTOMERS

The BOC considers these groups or individuals to be either primary clients or customers of CGMA:

INTERNAL

- Board of Control Members
- CGMA Representatives
- CGMA Staff Members

EXTERNAL

- All Members of the Coast Guard Family (Primary Clients)
- Other Military Aid Societies and the American Red Cross
- Donors
- National Foundation for Credit Counseling (NFCC) and Member Agencies

SWOT ANALYSIS

Strengths of the Organization:

- Records of the corporation are open to full disclosure for BOC members to access
- Safeguarding of personal information
- Protection of funds
- BOC decision-making is subject to the make-up of the Board, with changing philosophies over time
- Physical presence in over 130 locations Coast Guard-wide that offer quick local response to clients
- Authority and responsibility are distributed locally
- Wide range of programs are provided

- Integrated automated financial systems
- Adequate positive net worth
- Active outreach initiatives
- Quick response for disaster relief
- Flexibility to adapt to changing client needs
- BOC represents a diverse cross section of the Coast Guard family
- BOC is willing to expand/enhance programs
- Well managed staff of professionals providing stability to organization
- Strong working relationship with other Military Aid Societies (MAS) and the American Red Cross
- Consistent History of Contributions and Donations
- Constantly Sound Audited Financial Statements

Weaknesses of the Organization:

- Outreach limitations
- BOC decision-making is subject to the make-up of the Board, with philosophy swinging as membership changes
- Training and knowledge of CGMA Representatives, Assistant Representatives, Coast Guard commands and supervisors
- Individual obligations and commitments prevent our volunteer BOC members from devoting more time to CGMA activities
- Command philosophies that conflict with CGMA's mission

Opportunities for the Organization:

- Use personal testimonies to stimulate greater interest and contributions
- Create new programs
- Expand parameters of current programs
- Enhance Partnerships with External Organizations
- Increase the use of services
- Educate customers to existing programs
- Enhance leverage with existing Coast Guard networks to support our mission
- Leverage new technologies to expand, educate, communicate and access

Threats to the Organization:

- CGMA financial reserves could become inadequate
- Changes in laws and regulations could severely impact the organization
- Donor pool could decrease
- The organization does not always meet customer's "expectations"
- Misperception and negative press could cause reduction in support
- Poor economic conditions could cause reduction in monetary support

Coast Guard Mutual Assistance Strategic Goals

SG1: Expand or Create Programs to Meet Our Client's Needs

- 1. Expand Respite Care to meet evolving client needs**
- 2. Expand and enhance the Quick Loan program**
- 3. Evaluate SEG program expansion**
- 4. Explore grant/loan program for special needs children**
- 5. Explore grant/loan program for service dogs**
- 6. Explore providing assistance for emergency pet care**

SG2: Improve Communications and Outreach

- 1. Develop and implement a CGMA app**
- 2. Leverage and utilize media networks**
 - 2a. Consult with social media experts**
 - 2b. Develop a plan to implement lessons learned from expert consultation**

SG3: Sustain Long Term Organizational Health

- 1. Plan for future replacement of the CGMA client database and accounting systems**
- 2. Plan to find alternative facilities for CGMA-HQ in the event the Coast Guard decides not to continue to provide space, furniture, utilities or equipment within a Coast Guard owned or leased building**