



American Legion Auxiliary

2019-20 Centennial Strategic Plan

Here's the **latest** update about what's happening to achieve the 5 Goals!

Here are other exciting developments and opportunities now available to members because of the Centennial Strategic Plan:

Goal 5: With The American Legion, Build Brand Loyalty

Departments report team members are helping promote the ALA Branding Game. It was used in June at the Indiana Junior department meeting and provided an opportunity for Junior and senior members to interact together. The Juniors not only enjoyed the game, but they also stepped up and assisted senior members to understand that the ALA emblem should make people think who we are, what we do, and why we matter.

Vermont's annual Junior leadership July meeting, which will have nearly 109 Juniors and 20 counselors, are planning to play the game.

In collaboration with The American Legion, the 2018 National Poppy Day® was successful and we will build upon more efforts for 2019. ALA Department of Massachusetts Secretary Ann Fournier was interviewed about her poppy making by the FOX affiliate in Boston and the story aired on National Poppy Day. This story was pitched by MSL Group, the ALA public relations/media agency, as part of National Poppy Day media outreach.

National Poppy Day blog posts and shareable graphic efforts by the ALA Communications Division and MSL Group reached over 55,000 people on social media. Next up for the team includes ALA Girls Nation public relations efforts with a feature article, video, and media outreach in local communities.

Monitoring the volume of Google Alert articles that mention or feature the ALA continues, and as of June 12, 2018, 365 articles have been in the press. Additionally, the ALA was mentioned in 888 news stories. By comparison in May 2018, the ALA was mentioned in 488 articles.

There's also been an increase in nominations from 2017, with 23 received, representing all five divisions for recognition of National Junior Member of the Year.

Our 28 volunteer ALA Public Relations Ambassadors continue to share posts to social media from the ALA blog, the ALA national website (including eNews and eBulletins), and legion.org.

There are seven social media channels being used – Facebook, Twitter, Instagram, Google+, Pinterest, LinkedIn and Snapchat. Topics included articles from blogs, National Headquarters, and social media channels, including ALA Girls State, National Poppy Day, and Flag Day. Twitter and Instagram posts mentioning American Legion Auxiliary reached 1,029,706 recipients with 1,123,547 impressions. In addition, Twitter and Instagram posts using #LegionFamily reached 3,195,489 recipients with 8,491,380 impressions.

Goal 4: Strengthen Departments and Units

Strategy A: Finalizing the *Best Practices for Leadership Transitions* resource for departments and beginning work on another resource for departments called *10 Things Department Secretaries Should Know*. Both are go-to resources when leadership transitions occur within a department.

Strategy B: Still currently working on cheat sheets for the *ALA Department Operations Guide*.

Strategy C: Continuing to roll out ALA Centennial Strategic Planning Phase II Achievement Awards. Phone calls between ALA national mentoring teams and the ALA Departments of Illinois, Vermont, and West Virginia have taken place and the ALA Department of Wisconsin has recently submitted their Phase II Achievement Award survey. A total of 11 departments have submitted for Phase II. The national mentoring teams and Goal 4 strategy team C are eager to work with your department on either Phase I Awards or Phase II Awards, so let us know how we can assist your department with your strategic plan.

Strategy D: Online submissions of impact numbers, either via the new fillable PDF or via Survey Monkey, increased 75 percent from last year. Eighty-one percent of impact numbers submitted this year were done online. The Impact Number report is included in the Annual Report distributed at National Convention.

Goal 3: Develop Leadership at All Levels

Goal 3 team is working with Goal 4 to share resources around succession planning. We continue to refine and answer questions about the Department Roles and Accountability graphic, which will appear in the August issue of *Auxiliary* magazine. After the Department of Delaware used it at their department convention, we added the following disclaimer, "NOTE: This is a visual representation of information in Chapter One of the *ALA Department Operations Guide*. It is not intended to be a diagram of how each department must be structured." The team is also reviewing survey feedback from the 2018 Department Leadership National Conference attendees to better understand the needs, concerns, and abilities of department leadership.

Goal 2: Create an Internal Culture of Goodwill

Strategy A: The Goodwill Ambassador Award information is included in the *Annual Supplement to the Programs Action Plan* and the team is working on different promotional ideas in getting information out to members.

Strategy B: Cultivate an internal culture of respect and open communications in our membership — The Goodwill Gail blog continues and good reviews have been received. The team is discussing ways to promote the blog. During DLNC, speaker Will Bowen introduced his "complaint free world" concept to attendees, and the Goal 2B team created a half sheet card, executive summary, and the GRIPE whitepaper that was inserted in the DLNC packets that included information on how this ties into Goal 2. Goodwill toolbox resources are being discussed and developed.

Strategy C: Build trust within the American Legion Auxiliary and with The American Legion – The team is collecting stories of examples of goodwill and activities between the branches of The American Legion Family. These stories highlighting goodwill and the Legion Family are being submitted to NHQ's communication team. The team is working on a new initiative for a goodwill patch for the older Juniors.

Goal 1: Enhance Membership Strength

Strategy A: Online join: As of June 30, 2018, there were 391 new members who joined online for 2018 and 149,149 emails on file for members. Thank/Honor a Female Veteran project: 552 new female veterans for 2018, 40 percent of 2015 veterans renewed for 2018, 42 percent of 2016 veterans renewed for 2018, 40 percent of 2017 veterans renewed for 2018. A special flyer was developed to promote the "honor female veteran" discount to female vets at a regional Honor Women Veterans Conference held in Indiana, with plans to use the flyer at similar events in the future. Update/enhance and promote use of New Member kit: *New Member Welcome* flyer was downloaded 123 times over the last three months from the membership page on the national website, www.ALAforVeterans.org, and hard copies were distributed during DLNC. National Headquarters Membership Division is continuing to promote this resource by communicating with department membership chairmen when potential members reach out for volunteer opportunities (750 volunteer interest forms received over past 12 months), thus increasing the exposure of this new resource and assisting in disseminating it more widely. Streamline and improve member benefits: *Member Benefits* flyer and webpage updated, and info shared at DLNC. New dental discount is live and on website. A vision insurance/discount plan is being vetted.

Strategy B: Ensure diversity in marketing materials: Five blog articles about diversity and inclusiveness have been published online at www.ALAforVeterans.wordpress.com, resulting in many positive comments. Research how other VSOs ensure diversity: The team has reached out to The American Legion assistant director of women and minority veterans outreach in Washington, D.C., to learn additional methods to identify, recruit, and spotlight diverse members. Identify "cultural" units within each department: Team is still receiving responses from survey to obtain information on cultural units and gather an understanding of their makeup and experience in our organization. The goal, once the data is compiled, is to pair like units with each other to help build off their strengths.

Yes...it's a really big undertaking, and vital if we are going to be here for another generation of veterans. Remember, achieving Goals 5, 4, 3, and 2 will make it possible to get to Goal 1. We can do this if we work together to achieve our Vision, that by 2019-20, the American Legion Auxiliary's million members will be making a difference for veterans and their families in every neighborhood.

To realize this vision, we must achieve the 5 goals of the 2019-20 Centennial Strategic Plan adopted by the NEC.

Goal 5: With The American Legion Build Brand Loyalty

- Goal 4: Strengthen Departments and Units**
- Goal 3: Develop Leadership at All Levels**
- Goal 2: Create an Internal Culture of Goodwill**
- Goal 1: Enhance Membership Strength**

The updates above are from the more than 20 teams leading the efforts to implement the strategies and initiatives for the Centennial Strategic Plan.

A lot is going on to build the capacity of the ALA to be able to deliver our mission and become the great 2020 vision of making a difference for veterans and their families in every neighborhood. These 5 goals are our top priority.

Vision



By 2019, the American Legion Auxiliary's million members will be making a difference for veterans and their families in every neighborhood.

Enduring Core Values and Mission

Mission

In the spirit of Service, not Self, the mission of the American Legion Auxiliary is to support The American Legion and honor the sacrifice of those who serve by enhancing the lives of our veterans, military, and their families, both at home and abroad. For God and Country, we advocate for veterans, educate our citizens, mentor our youth, and promote patriotism, good citizenship, peace and security.

Core Values

Our statement of values is predicated on our founding purposes:

- Commitment to the four founding principles: Justice, Freedom, Democracy, Loyalty
- Service to God, our country, its veterans and their families.
- Tradition of patriotism and citizenship
- Personal integrity and family values
- Respect for the uniqueness of individual members
- Truthful, open communication in dealing with the public and our members
- Adherence to adopted policies and rules

Goal 5	Goal 4	Goal 3	Goal 2	Goal 1
With The American Legion, Build Brand Loyalty	Strengthen Departments and Units	Develop Leadership at All Levels	Create an Internal Culture of Goodwill	Enhance Membership Strength
Strategies	Strategies	Strategies	Strategies	Strategies
A. Define our brand identity and promise	A. Build capacity of all Departments	A. Define expectations and accountability of ALA office holders in order to build trust	A. Enable members at all levels to demonstrate goodwill to internal and external audiences.	A. Invest in opportunities to attract, engage, and retain members
B. Build awareness and preference for the ALA brand	B. Collaborate with Departments in developing innovative ways to improve organizational and financial performance	B. Remove barriers of all kinds that prevent ALA members from contributing fully	B. Cultivate an internal culture of respect and open communications in our membership	B. Engage and strengthen membership that represents the diversity of our U.S. military
C. Recognize brand loyalty and excellence in promotion of The American Legion Family brand	C. Support the Departments in the development of their Strategic Plans	C. Work toward continuous, collaborative planning by leadership.	D. Build trust within the American Legion Auxiliary and with The American Legion	C. Expand Alliances to create multiple pathways to serve
D. Invest in internal and external marketing communications	D. Optimize mission delivery	D. Invest resources in identifying and developing leadership capacity		D. Excel at communication -- <i>Complete & Ongoing</i>
		E. Reward innovative leadership recruitment and development practices <i>Complete & Ongoing</i>		

Achieving Goals 5, 4, 3, and 2 will lead to success in achieving Goal 1