



## **American Legion Auxiliary 2019-20 Centennial Strategic Plan**

Here's the **March 31, 2017** update about what's happening to achieve the **5 Goals!**

Below find updates on the Goal Progress for the Centennial Strategic Plan. As a reminder, our vision is 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 below 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. Read on, and be part of it all!

### **Goal 5: With The American Legion, Build Brand Loyalty**

- Strategy B: *Build awareness and preference for the ALA brand*

As of 3/14/17, according to Google Alert articles, 139 articles have been published in the month of March that mention or feature the ALA.

ALA blog posts shared on national headquarters Facebook and Twitter accounts have reached 113,604 people as of 3/13/17.

Representatives from this team will be attending Indiana Women Veteran Conference to research exhibiting at mission events and work with the entire team to determine what Departments and Units might need at events of this type. Ultimately, the goal is to create and develop a step by step a model for units and departments to follow.

- Strategy C: *Recognize brand loyalty and excellence in promotion of The American Legion Family brand*

Amanda Washburn is featured in the February issue of the *Auxiliary* magazine as part of the initiative recognizing success stories of former ALA Junior members to encourage them to continue membership as senior members.

Strategy D: *Invest in internal and external marketing communications*

There are currently 11 ALA Public Relations Ambassadors, including 2 junior members that continue to promote ALA blog stories on social media platforms. For 1 month, each ambassador posted 4 blog stories related to the American Legion Auxiliary. Mentions and conversations about American Legion Auxiliary on Twitter and Instagram reached 103,008 users March 1- 31, 2017.

## **Goal 4: Strengthen Departments and Units**

- *Strategy B: Collaborate with Departments in developing innovative ways to improve organizational and financial performance.*  
National Officer and Chairmen job descriptions, which include expectations and responsibilities, are being refined by this team and will be presented to various stakeholders for edits and approval
- *Strategy C: Support the Departments in the development of their Strategic Plans*  
Department Strategic Plan mentoring teams have begun contacting departments that began the Phase I Strategic Plan Award process but did not complete it. The Mentoring Team of Diane Duscheck & Tina Washington was the first team to make contact with their assigned departments to provide assistance, which resulted in one department being rewarded with the final portion Phase I Award and several other departments who are now much further along in the process.

If your Departments has yet to engage in the Strategic Plan Achievement Awards on any level, team members and mentors are being contacting the Department Teams to discuss reasons for the inactivity and try to show them how easy it is for their department to earn \$1000.

For those Departments that completed the Phase I Awards, work is nearly finished for the Phase II Achievement Award. Phase II will be completed by Department Strategic Planning teams in Survey Monkey. The rollout is set to occur within the next couple of months.

## **Goal 3: Develop Leadership at All Levels**

- Proposing an evaluative process to be used when department secretaries/ executive directors are dismissed from their position, and succession planning best practices for department secretaries/ executive directors based on job responsibility information provided in the Department Operations Guide
- Working on action steps to compile succession information department leaders will be able to use to assist continuity as the department transitions from one ALA year to the next
- Reviewing a Goal 3 Vision statement that will give direction to their initiatives and action steps
- Gathering data related to members who applied for 2017-2018 chairmanships, which will provide a means of comparison for future years
- Incorporating concepts of Servant Leadership into training for the 2017 National Chairmen's Meeting in April
- Weaving Role Clarification into the agenda for the May 2017 Department National Leadership Conference

## **Goal 2: Create an Internal Culture of Goodwill**

- *Strategy A: Enable members at all levels to demonstrate goodwill to internal and external audiences.*  
Development of a Goodwill Ambassador Award How-to-Apply Guide and Entry Form continues.
- *Strategy C: Invest resources in identifying and developing leadership*  
This team submitted a story idea to the Communications Division at ALA NHQ on how to incorporate The Legion Family in events and meetings for potential use in future publications.

## Goal 1: Enhance Membership Strength


- Goal 1 recently made some changes to strategies. The newly combined strategies are reflected in the attached revised Centennial Strategic Plan.
- Strategy A: *Invest in opportunities to attract, engage, and retain members*  
As of March 2017, 478 new women veterans joined the ALA and 44% of the women veterans who joined in 2015 renewed their membership for 2017. As of March 17, 2017, 273 members have joined online.

Color and Black & White versions of the Legion Family Door Hangers have been finalized and posted in the members only section of [www.alaforveterans.org](http://www.alaforveterans.org) along with instructions for use titled 'How to Print and Utilize for your American Legion Family'

- Strategy E: *Expand internal and external alliances*  
Information about the ALA branded how to sheet for conducting an open house (developed in 2016) will be in the Mission Matters section of the May issue of *Auxiliary* magazine. The article will direct readership to the full how to sheet on the ALA website. Look for more information on social media as well.

*Note, Strategy E and Strategy B have been combined and will offer combined updates moving forward.*

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. Let's all be Goal 2 stewards and keep up the good work!

Vision		Enduring Core Values and Mission		
 <p><b>By 2019, the American Legion Auxiliary's million members will be making a difference for veterans and their families in every neighborhood.</b></p>		<p style="text-align: center;"><b>Mission</b></p> <p>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.</p> <p style="text-align: center;"><b>Core Values</b></p> <p>Our statement of values is predicated on our founding purposes:</p> <ul style="list-style-type: none"> <li>• Commitment to the four founding principles: Justice, Freedom, Democracy, Loyalty</li> <li>• Service to God, our country, its veterans and their families.</li> <li>• Tradition of patriotism and citizenship</li> <li>• Personal integrity and family values</li> <li>• Respect for the uniqueness of individual members</li> <li>• Truthful, open communication in dealing with the public and our members</li> <li>• Adherence to adopted policies and rules</li> </ul>		
Goal 5	Goal 4	Goal 3	Goal 2	Goal 1
<b>With The American Legion, Build Brand Loyalty</b>	<b>Strengthen Departments and Units</b>	<b>Develop Leadership at All Levels</b>	<b>Create an Internal Culture of Goodwill</b>	<b>Enhance Membership Strength</b>
Strategies	Strategies	Strategies	Strategies	Strategies
A. Define our brand identity and promise	A. Build capacity of all Departments	A. Remove barriers for considering and selecting leadership	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. Define expectations and build leadership capacity	B. Define, cultivate, sustain, and implement best practices to fulfill the ALA's Core Values	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. Invest resources in identifying and developing leadership	C. 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. Reward innovative leadership recruitment and development practices – <i>Complete &amp; Ongoing</i>		D. Excel at communication – – <i>Complete &amp; Ongoing</i>
<b>Achieving Goals 5, 4, 3, and 2 will lead to success in achieving Goal 1</b>				