



American Legion Auxiliary

2019-20 Centennial Strategic Plan

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

In September, Strategy Captains, Goal Champions and Implantation Team members for the annual status review of the Centennial Strategy Plan. Teams have taken the time since then to review their strategies and initiatives and have made improvements that will enhance the results of the Strategic Plan.

Goal 5: With The American Legion, Build Brand Loyalty

- **Strategy A: *Define our brand identity and promise***
Content for a branding game to use at unit and department meetings is being developed by team members. It is intended to help teach and illustrate the importance of brand recognition. Items for the game will include a how-to sheet, a presenter script, and a sample logos document. The team is vigorously working via monthly conference calls to complete this game as soon as possible.
- **Strategy B: *Build awareness and preference for the ALA brand***
This team is educating Junior Members about branding through Junior-branded giveaways at National Junior Meetings. Information is being disseminated to Junior Members regarding these giveaways; however, this team continues to update information so that they may reach as many girls as possible. Head to the ALA Junior Facebook Page to see pictures of Junior Meeting Attendees in ALA branded gear! <https://www.facebook.com/alajuniors/?ref=ts>

Team members are monitoring the volume of Google Alert articles that mention or feature the ALA. As of 11/14/17, 397 articles have been in the press. A spotlight was placed on the value of the ALA National Website in the November eNews to encourage members to create a log in and use the many available resources. In addition, the ALA website was also featured on the cover of the November issue of the *Auxiliary* magazine.

Another feature article was released by the ALA PR Firm, MSL. The title was "Creative Arts Help Veterans Reclaim Their Voice." In addition, the National Creative Arts Festival was featured in 1 Buffalo newspaper and on 5 TV stations, mentioning the ALA five different times.

- **Strategy D: *Invest in internal and external marketing communications***
As of 11/17/17 twitter and Instagram social media posts containing the 'American Legion Auxiliary' reached 256,968 users. Posts for the same time period using #legionfamily reached 301,980 users.

There are now 26 volunteer ALA PR Ambassadors. In November, 12 Ambassadors participated in a virtual meeting. During the virtual meeting, ambassadors reported that they use Facebook as their main social media channel. Nine Ambassadors reported using Twitter, four reported using Instagram, and three reported using Pinterest and LinkedIn. A newer member of the group also uses Snap Chat and believes this should be investigated; although posts drop off, it does plant the seed that the ALA is reputable to younger generation members and potential members. A few

Ambassadors have expressed an interest in Snap Chat and will be approached to be a part of the trial phase.

Twitter and Instagram conversations containing ‘American Legion Auxiliary’ reached 256,968 users for the month of November with 496,535 impressions. Twitter and Instagram conversations and posts mentioning legion family reached 301,980 users with 655,094 impressions.

ALA e-newsletters and eBulletins were sent to 120,208 subscribers with open rate of 28%.

Many of Goal 5s initiatives have been re-written to include more measurable outcomes so that progress can be more readily tracked and recorded in an attempt to continually move forward with the Strategic Plan.

Goal 4: Strengthen Departments and Units

- **Strategy A: *Build Capacity of All Departments***
This team is focused on creating a best practices tool that will educate departments on Best Practices for Leadership Transitions. The tool is in the final stages of editing in hopes that it will be available sometime in the near future.
- **Strategy B: *Educate Departments and Units on Fiduciary Responsibilities & Stewardship.***
Just a reminder that the Department Risk Assessment Checklist Tool is currently on the ALA NHQ website under Department Support Tools, check it out:
<https://www.alaforveterans.org/Members/ALA-Department-and-Unit-Resources/>
- **Strategy C: *Support the Departments in the development of their Strategy Plans***
Achievement Award Phase II is now open to all Departments that have completed Phase I. A survey link was sent to Department Strategic Plan chairmen who fully completed Phase 1. A link was also sent to Department President and Secretary to ensure that it was received by the Department. Phase II begins for qualified Departments when the survey is completed. For Phase II, Mentoring Teams will work with each Department to further implement their Strategic Plans. Mentor Teams will also continue to work with Departments still in Phase I.
- **Strategy D: *Optimize Mission Delivery***
There has been some progress on developing action steps for this initiative. They are working with recommendations from the Future Focus Committee and other leaders to develop a plan for realigning programs and their activities to be more streamlined and effective. Quarterly meetings continue to be held to discuss program realignment and Impact Numbers.

Goal 3: Develop Leadership at All Levels

Goal 3 team received approval from the Implementation Team on wording for our new Strategy C: *Work toward continuous, collaborative planning by leadership.* This means there are once again five strategies. The next step is to develop initiatives that support Strategy C. The core had two conference calls to work on initiatives for Strategy A and B; an entire call was spent crafting initiatives for Strategy D.

Goal 2: Create an Internal Culture of Goodwill

- **Strategy A: *Enable members at all levels to demonstrate goodwill to internal and external audiences.***
Goodwill cards, developed by this team, were featured in the November 2017 issue of the *Auxiliary* magazine. The cards are available on the website and are designed to be given to other members that demonstrate acts of kindness, gratitude, and generosity of spirit

- Strategy B (New Strategy) *Cultivate and Internal Culture of Respect and Open Communication in our Membership*
The Implementation Team approved narrowing the focus of this strategy from *Define, cultivate, sustain and implement best practices to fulfill the ALA's core values* to *Cultivate and Internal Culture of Respect and Open Communication in our Membership*. This change has motivated the team to brainstorm ideas for initiatives under this strategy. Each team member is providing ideas for initiatives but the team has already agreed that communicating respectfully will be a part of one of the initiatives.
- Strategy C: *Build trust within the American Legion Auxiliary and with the American Legion*. Some of these initiatives have been rewritten in an attempt to make the focus more clear and measurable and the team continues to move forward with new initiatives. Initiative 2-C-2 now reads: Raise awareness of “The American Legion Family,” by increasing the ‘similar result’ programs to recognize and promote each part of the “Family” and initiative 2-C-4 now reads: Working with the American Legion, create Legion Family themes for each membership year.

Goal 1: Enhance Membership Strength

- Strategy A: *Invest in opportunities to attract, engage, and retain members*
As of November, 169 new Female Veterans have joined the ALA for the 2018 membership year; 22% of the female veterans who joined in 2015 renewed their membership for 2018, 23% of female veterans who joined in 2016 renewed their membership for 2018, and 21% of female veterans who joined in 2017 renewed their membership for 2018.

As of 11/20/17, 89 new members have joined online for the 2018 membership year. There were 432 total new members that joined online for 2017 membership year. There have been 142,918 email addresses captured for our current members.

The New Member Kit is in the final round of editing and is being branded by the Communication team at ALA National Headquarters.

- Strategy B: *Engage & Strengthen membership that represents the diversity of the US Military*
Team members have developed a monthly blog series with new topics every month dealing with the membership diversity and other topics. Take a look at the blog series: <https://alaforveterans.wordpress.com/>.

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		Enduring Core Values and Mission		
 <p>By 2019, the American Legion Auxiliary's million members will be making a difference for veterans and their families in every neighborhood.</p>		<p style="text-align: center;">Mission</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;">Core Values</p> <p style="text-align: center;">Our statement of values is predicated on our founding purposes:</p> <ul style="list-style-type: none"> • 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. 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 & Ongoing</i>	D. Excel at communication -- <i>Complete & Ongoing</i>	
<p><i>Achieving Goals 5, 4, 3, and 2 will lead to success in achieving Goal 1</i></p>				