

# 2014-2019 Centennial Strategic Plan American Legion Auxiliary

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>

Maine Goal 1	Maine Goal 2	Maine Goal 3	Maine Goal 4	Maine Goal 5
<b>Attain a Million Members Maine: Attain 12,000 Members</b>	<b>Create an Internal Culture of Goodwill</b>	<b>Develop Leadership at All Levels</b>	<b>Strengthen Districts and Units</b>	<b>With The American Legion, Build Brand Loyalty</b>
<b>Department Strategies</b>	<b>Department Strategies</b>	<b>Department Strategies</b>	<b>Department Strategies</b>	<b>Department Strategies</b>
A. Improve opportunities to attract, engage and retain members.	A. Lead by example.	A. Promote Teamwork.	A. Build capacity of all Units and Districts.	A. Define our distinct identity and mission.
B. Create multiple pathways to serve.	B. Define and cultivate and sustain a culture that fully reflects the ALA core values.	B. Define and build leadership capacity.	B. Increase training at all levels.	B. Build recognition of the ALA emblem.
C. Excel at communication.	C. Empower members and recognize positive behavior.	C. Reward innovative practices.	C. Collaborate with Units in developing innovative ways to improve organizational and financial performance.	C. Promote and encourage the importance of The American Legion Family.

## **Long Range Strategic Planning**

### **Goal 1 – Attain a Million Members (12,000 in Maine)**

1. Strategy – Improve opportunities to attract, engage and retain members.
  - a. Initiative Description
    - i. Investigate ways to attract new members by researching other organizations and how they are successful in this area.
    - ii. Partner with the Legion Family to promote Auxiliary membership, inform and attract new members.
    - iii. Improve communications to retain members.
  - b. Expected Outcomes
    - i. Increased awareness of ways to increase membership.
    - ii. Increased membership throughout the Legion Family.
    - iii. Maintaining member's interest in the organization.
  
2. Strategy – Create multiple pathways to serve
  - a. Initiative Description
    - i. Communicate volunteer opportunities
    - ii. Stress that all assistance is helpful, no matter how big or small.
    - iii. Breakdown programs to illustrate various volunteer opportunities available.
  - b. Expected Outcomes
    - i. The organization's ability to serve should increase by letting members know the large number of ways they can help.
    - ii. Membership in each branch of the Legion Family should grow.
    - iii. Improved communication equals improved success rates.
  
3. Strategy – Excel at communication
  - a. Initiative Description
    - i. Expand communications to Department, District and Unit Officers, and members.
    - ii. Utilize all communication tools available, i.e. Department webpage, Facebook, email, monthly newsletter, Legion newsletter and newspaper.
    - iii. Streamline meeting and conference agendas to achieve goals.
  - b. Expected Outcomes
    - i. Increased communication will benefit the organization's efficiency and effectiveness in maintaining and recruiting membership.
    - ii. Educate our leaders on who we are, what we do, how we do it, and why it's important.
    - iii. Provide opportunity for increased education to our members.

**Goal 2 – Create an Internal Culture of Goodwill**

1. Strategy – Lead by example

a. Initiative Description

- i. Be positive. Starting at the top, the leadership of the Department will focus on projecting a positive attitude.
- ii. Communicate openly among the leadership and with the members.
- iii. Participate. The more participation by leaders of the organization in programs and events, at all levels, will enhance involvement of the entire membership.

**“Many people spend too much time trying to be the captain of someone else’s boat. Learn to be a lighthouse and the boats will find their way.”**

b. Expected Outcomes

- i. Positive attitudes create positive outcomes.
- ii. Open communication promotes positive attitudes.
- iii. The more participation, on all levels, the more goodwill is generated.

2. Strategy – Define, cultivate and sustain a culture that fully reflects the ALA core values.

a. Initiative Description

- i. Educate the Units on our core values.
- ii. Think outside the box by being creative in ways to demonstrate the core values.
- iii. Emphasize service, not self and the benefits of teamwork.

b. Expected Outcomes

- i. If we educate Units on our core values, then all members will be equal in our knowledge.
- ii. Allow all members the opportunity to serve in a way they are best at.
- iii. Teamwork builds a strong foundation and makes everyone feel valued.

3. Strategy – Empower members and recognize positive behavior

a. Initiative Description

- i. Partner with new and struggling Units.
- ii. Share knowledge.
- iii. Praise – in small and various ways, acknowledge accomplishments of members at all levels.

b. Expected Outcomes

- i. Knowledge and experience being passed on educates, empowers and fosters goodwill.
- ii. The more members who know what the ALA is, the more our mission will be realized.
- iii. Members will be more receptive to participating.

**Goal 3 – Develop Leadership at all levels**

1. Strategy – Promote teamwork
  - a. Initiative Description
    - i. Increase communications, especially personal communication, to encourage all members to become involved in Unit and Department committees.
    - ii. Use experienced members as advisors to new committee members.
    - iii. Increase program awareness through the communication process.
  - b. Expected Outcomes
    - i. Involvement develops future leaders.
    - ii. Increased knowledge of the ALA and greater member participation.
    - iii. Enhances the quality of all ALA programs.
  
2. Strategy – Define and build leadership capacity
  - a. Initiative Description
    - i. Emphasize the need for quality leadership and the importance of generating new leaders.
    - ii. Strengthen the structure within the Department by focusing on additional training for members at the District level.
    - iii. Build more training sessions for members into current Department conferences and other functions.
  - b. Expected Outcomes
    - i. More emphasis on the need for new leadership will help increase the quantity and quality of member participation.
    - ii. Stronger members will help stabilize both the Units and Department.
    - iii. More training, with a focus on new visions for the organization, will help to build better and more leaders.
  
3. Strategy – Reward innovative practices
  - a. Initiative Description
    - i. Strongly emphasize the importance of “thank you” and back it up by actively thanking anyone and everyone who assists the organization.
    - ii. Acknowledge all who participate in every way to make the ALA what it is.
    - iii. Create award incentives, both large and small, that truly acknowledge a member’s accomplishments at every level. Think outside the box for ways to award members, other than the standard certificate or plaque.
  - b. Expected Outcomes
    - i. Create a culture of goodwill.
    - ii. Members will feel wanted, needed and appreciated.
    - iii. Satisfied members.

**Goal 4 – Strengthen Districts and Units**

1. Strategy – Build capacity of all Units and Districts
  - a. Initiative Description
    - i. Encourage Units and Districts to utilize resources such as the Unit Handbook, brochures, the monthly newsletter, the Department and National webpages.
    - ii. Increase Department Communication to, from and between Units and Districts.
    - iii. Recognize Unit and District accomplishments
  - b. Expected Outcomes
    - i. More knowledge equals more success.
    - ii. Increased awareness.
    - iii. Recognition encourages further participation.
  
2. Strategy – Increase training at all levels
  - a. Initiative Description
    - i. Utilize communication resources to provide more information to the Units and Districts.
    - ii. Establish Unit training venues, possibly District meetings.
    - iii. Expand Department training availability and provide training that focuses on current needs.
  - b. Expected Outcomes
    - i. Increased knowledge of the organization’s mission
    - ii. Improved leadership.
    - iii. Further education on current needs.
  
3. Strategy - Collaborate with Units in developing innovative ways to improve organizational and financial performance
  - a. Initiative Description
    - i. Continue to work with Units on properly filing 990's and emphasize the importance of Unit finance structures and audits.
    - ii. Continue to emphasize to Units the importance of a strong Constitution, Bylaws and Standing Rules, with emphasis on maintaining continuity in these documents.
    - iii. Provide Units with as much current information and resources available to insure success.
  - b. Expected Outcomes
    - i. To be in compliance with the law and build a stronger organizational foundation.
    - ii. Maintains that stronger foundation with a more well run organization
    - iii. Improved functionality.

**Goal 5 – With The American Legion, build brand loyalty**

1. Strategy – Define our distinct identity and mission
  - a. Initiative Description
    - i. Supply more materials that define the core values of the ALA.
    - ii. Emphasize the need to share who we are and what we do with and for others.
    - iii. Expand awareness within our communities of who we are.
  - b. Expected Outcomes
    - i. Reeducated members and a more aware community who will know who the ALA is in 2014 and beyond.
    - ii. Improved public image.
    - iii. More public awareness of our organization
  
2. Strategy – Build recognition of the ALA emblem
  - a. Initiative Description
    - i. Encourage all members to wear the ALA emblem and poppy insignia on clothing, bags, pins, vehicles, etc.
    - ii. Provide tools to get the ALA mission and emblem more visible to the public via media, social media, local TV/cable channels, weekly community newspapers.
    - iii. Educate Units on the meaning of the emblem by promoting initiation ceremonies and other means.
  - b. Expected Outcomes
    - i. Stronger community awareness of who we are.
    - ii. Increased visibility within the community.
    - iii. Expanded knowledge of our mission.
  
3. Strategy – Promote and encourage the importance of The American Legion Family
  - a. Initiative Description
    - i. Promote the 4x4 plan – 4 pillars, 4 organizations, 4 million members, and \$4 million in donations.
    - ii. Encourage joint functions.
    - iii. Strongly encourage the importance of teamwork at all levels.
  - b. Expected Outcomes
    - i. Highlighted importance of increased numbers in many areas.
    - ii. Potential increase in family involvement.
    - iii. Teamwork breeds results.