

**2017 – 2018 Annual Supplement to the Programs Action Plan
American Legion Auxiliary, Department of Texas
5 Year Centennial Strategic Plan (2014 – 2019)**

In 2014 we began a process to make thoughtful decisions about our organization’s future by defining our direction for the next five years. We created a Strategic Plan – a road map of sorts - setting priorities and goals on where we want to focus our energy and resources. Imagine that you have people throughout our country that you want to direct to the same place. They have your map in hand - routes may differ, but if they follow your directions, they’ll end up at your appointed location. This Strategic Plan process raised questions that helped our members examine where our organization is going, creating that road map - of ideas and tools to help us succeed. Imagine how exciting it will be to continue!

With input from our members, National Headquarters staff and Auxiliary Members developed the 2014-2019 ALA Centennial Strategic Plan, keeping focused on our Mission Statement: *“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.”*

In March 2014, the National Executive Committee approved the 5-year plan, focused on assisting departments and units. The goals are simple....

- 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**

...and ensure that the American Legion Auxiliary will be a viable organization in upcoming years, and that our members will have the tools and training they need to support the work they are doing in serving our veterans and their families. We will work with a positive and welcoming attitude, being able to develop leaders at all levels, who can share their skills, experience and mentor to strengthen their units and departments while working our programs in our communities.

The result? We will retain our members and increase our numbers by welcoming new members (and retaining them!). Three years into the ALA’s 5-Year Centennial Strategic Plan, the benefits of this investment in our future continue to grow. By 2019, the American Legion Auxiliary’s million members will be making even more of a difference for veterans and their families and we will continue that process.

In 2014 the Department of Texas developed its 5-year plan, a copy included in this document, listing strategies to achieve each goal. The Centennial Strategic Plan support team is here to assist you to ensure the success of that plan, providing tools and training to help you succeed. We'll be receiving and sharing information on training sessions, best practices and ideas that are working in other departments, and hope to hear from you as well, so we can share ideas and successes from our own units.

The success of this Plan depends on our working together.

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(and you)!

Recognition and Awards:

We want to recognize units that had not previously implemented the Strategic Plan and have, by initiating at least one strategy in each goal, and also present an award for Best Overall Narrative. Throughout our year together, we will send communications to help you with your story which we're asking be submitted by May 1, 2018.

Additional Resources:

From the National Website, www.alaforveterans.org:

1. 2014-2019 ALA Centennial Strategic Plan (included in the Annual Supplement to the Programs Action Plan).
2. ALA Public Relations Toolkit, *ALA Branding Guide*, governing documents, and other member - and marketing - resource documents.
3. ALA Academy: www.alaforVeterans.org/ALA-Academy.
4. On the 2014 – 2019 Centennial Strategic Plan page:
Download the American Legion Auxiliary 5-year Strategic Plan for 2014-2019.
Download the American Legion Auxiliary Organizational Effectiveness Assessment.
How programs in the annual Programs Action Plan relate to the ALA's Centennial Plan.
Leading by example starts with us, ends with us.
Videos, starting with, Decades of Making a Difference.
And many, many other resource choices!

From the ALA Department of Texas Website, www.alatexas.org:

The ALA Department of Texas Programs Action Plan(s).

Included in this Programs Action Plan:

1. The American Legion Auxiliary Department of Texas 5-Year Strategic Plan.
2. The American Legion Auxiliary Department of Texas Goal Strategy.

American Legion Auxiliary Department of Texas 5 Year Centennial Plan
“One Team – One Dream”

Mission

In the spirit of Service, not Self, 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 1	Goal 2	Goal 3	Goal 4	Goal 5
Attain 25,525 Texas Members	Lead by Example	Developing Leadership at All Levels	Strengthen Departments and Units	With The American Legion Build Brand Loyalty

Strategies	Strategies	Strategies	Strategies	Strategies
A. Excel at Communications	A. Lead by Example	A. Remove Barriers for Considering and Selecting Leaders	A. Invest in Training at all Levels	A. Define Our Brand Identity and Promise
B. Expand Internal and External	B. Built Trust with the ALA and AI	B. Invest in Indemnifying and Developing Leadership	B. Utilize Department Leadership to Strengthen Units	B. Build Awareness and Preference for the ALA brand
C. Create Multiple Ways to Serve	C. Empower members D. Optimize Cultural	C. Define Expectations and Build Leadership Capacity and Generational Differences	C. Build Communications to Strengthen Unit Officers	C. Build and Reward Brand Loyalty D. Invest in Internal and Marketing Commercials E. Reward Units Excellence in Promoting the ALA Brand

The Golden Rule	Mentor & Reward	Grass Roots Action	All in the Family
Together as a Team we can achieve all 5 Goals			

**2014 – 2019 Centennial Strategic Plan
American Legion Auxiliary
Department of Texas**

Goal #1 Attain 25,525 Members

Strategy – A		Excel at Communications		Target Date
	Initiatives	Expected Outcome		
#1	Create a personal contact with units and 345 members	1. Increase renewals 2. Transfer 345 members to active units in their community		
#2	Create communications to new members Send a welcome letter from Department and Unit	New members feel they belong		
#3	Update web and utilize social media – list all Auxiliary programs include information to attract a younger audience	Obtain a larger and younger audience		
Strategy – B		Expand Internal and External		Target Date
	Initiatives	Expected Outcome		
#1	Make everything you do a media event within and outside your community	1. Increase awareness of the auxiliary mission 2. Increase brand recognition 3. Recruit new members		
#2	Speak at other organizations in your community, service clubs, networking organizations and professional associations	1. Increase awareness 2. Recruit new members		
#3	Develop membership system with the American Legion and Sons of The American Legion	Recruit new members thru the TAL & SAL		
Strategy – C		Create Multiple Ways to Serve		Target Date
	Initiatives	Expected Outcome		
#1	Get new members involved on committees and special projects	Increase member participation		
#2	Create family opportunities to volunteer	1. Increase in family service projects/resulting in additional members 2. Opportunity for recruiting junior members		
#3	Develop a Department level service Project	1. Build camaraderie with Department and unit level members all working together as one 2. In every unit there is wide variety of skills and talents, they are needed to run a project successful everyone's contribution is needed		

Goal #2 Lead by Example

Strategy – A	LEAD BY EXAMPLE	Target Date
	Initiatives	Expected Outcome
#1	Implement a mentor program	Will produce leaders who are focused on our mission
#2	Create a training program at unit meetings	Build leaders and will encourage members to hold offices
#3	Encourage sharing from District/Division and Department leadership on the latest information from National and Department	Members will be aware of changes on all levels. Members will feel they are apart of the whole organization not just the unit level
Strategy – B	Build Trust with The ALA and AL	Target Date
	Initiatives	Expected Outcome
#1	Encourage joint family gatherings, fundraisers and projects with the AL	Improve relationships resulting in keeping members and building a stronger relationship with the AL.
#2	Encourage members to volunteer at the home post	Units and posts working together and building trust between all members
#3	Invite AI & SAL to participate in Unit Activities	Enhance a working relationship, become a team
Strategy – C	Empower Members	Target Date
	Initiatives	Expected Outcome
#1	Promote team effort and spirit	Units that work together stay together
#2	Help members realize the value they receive from and give to our organization	Members will renew their dues when they know they are a big asset to the ALA
#3	Encourage members to participate in leadership and correspondence course provide by National and Department	Increase knowledge of the ALA organization and programs allowing for more knowledgeable members
Strategy – D	Optimize Cultural and Generational Difference	Target Date
	Initiatives	Expected Outcome
#1	Foster diversity through education	Invite diverse groups to unit meetings to help educate members
#2	Each generation should be viewed as a different and diverse culture	Raises awareness of generational issues and best practices/ideas on ways a group can function more effectively
#3	Encourage older members to teach/ Mentor younger members and younger members to teach/mentor older members	All members understand and appreciate older, younger and diverse members experience, perspectives, skills and knowledge

Goal #3 Developing Leadership at All Levels

Strategy – A	Remove barriers for considering and selecting leadership	Target Date
	Initiatives	Expected Outcome
#1	Increase awareness in the Units of Leadership opportunities on the Department Level	Increase qualified leaders
#2	Assign Mentors in Unit and Districts	Motivating members, teach and help them grow and become more effective in the ALA
#3	Past leaders of Department need to remove the barriers for advancement of future leaders	More informed leaders

Strategy – B	Invest in indemnifying and developing leadership	Target Date
	Initiatives	Expected Outcome
#1	Identify members of what they achieved within their unit and the community	Produce more knowledgeable leaders
#2	Offer more leadership training at the individual units	More interaction, better understanding
#3	Make available more leadership Information on the Department Web-site	Better informed potential leaders

Strategy – C	Define expectations and build leadership capacity	Target Date
	Initiatives	Expected Outcome
#1	Encourage unit members to attend Dist. /Div. /Dept. meetings by explaining the benefits you receive by attending all meeting	Obtain more knowledge of the foundation of the ALA
#2	Define what is to be a leader at the different levels and make public through department communications	All members will know what is involved in being a Chairman and president and other offices at all levels
#3	Develop information for unit members in “What is expected to be a good leader”	Produce more qualified leaders

Goal #4 Strengthen Departments and Units

Strategy – A		Invest in training at all levels	Target Date
	Initiatives	Expected Outcome	
#1	Reward Units that increase unit capacity	Increase in membership	
#2	Support the Units in the development of The Strategic planning	Better informed Units	
#3	Make more training available to District Presidents to better inform the Units	District Presidents more confident to rely in her leadership role to the Units.	

Strategy – B		Utilize Department Leadership to strengthen units	Target Date
	Initiatives	Expected Outcome	
#1	Utilize Department officers and Past Department Presidents to visit Unit in their division for workshops and mentoring	Improve leadership from unit members, build a relationship with Department officers and Past Department Presidents	
#2	Encourage Dist. /Div. Presidents to invite Current and Past Department leadership to have a question and answer session about the ALA at their conventions	Increased exposure to current and past Department leadership in a more comfortable setting for members	
#3	Utilize past leadership by offering an online questions and answers page on the Department website	Member able to have their questions answered in a timely manner in a one on one environment	

Strategy – C		Build communications to strengthen unit officers	Target Date
	Initiatives	Expected Outcome	
#1	Develop an online kudos page for Units in the department that are working the ALA programs	Will encourage more members to to work the ALA programs and get ideas on certain programs	
#2	Encourage all Department Chairman to write an article in the quarterly bulletin	Unit Presidents will have information to pass out to their unit members	
#3	Hold a Division wide meeting in a Central location for Unit officers and District officers for in depth discussions On Policies and Procedures and the Programs	One on one guidance will be available to help assist Unit/District officers on issues and help them reach possible goals	

Goal #5 With The American Legion Build Brand Loyalty

Strategy – A	Define our Brand Identity and Promise	Target Date
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	<i>Initiatives</i>	<i>Expected Outcome</i>
#1	Involve leadership team for education	More members will have more knowledge what we do and why we matter
#2	Educate our members on our Vision, Mission and Value statements as well as our purpose	1. Builds ownership in the organization 2. More active participation
#3	Educate members on significance of the ALA Emblem	1. Build Pride and distinction 2. More honorable participation

Strategy – B	Build Awareness and Preference for the ALA Brand	Target Date
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	<i>Initiatives</i>	<i>Expected Outcome</i>
#1	Promote the use of the PR Kit	Helps all form of communication to have the ALA Emblem
#2	Educate members on Emblem usage	Helps our members promote the ALA brand responsibly and properly
#3	Target members and non-members to create awareness of who we are and what we do	Increase membership and knowledge of The American Legion Auxiliary

Strategy – C	Build and Reward Brand Loyalty	Target Date
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	<i>Initiatives</i>	<i>Expected Outcome</i>
#1.	Encourage members at all levels to wear the Auxiliary Emblem at all American Legion Family functions	Helps promote brand recognition
#2	Encourage members at all levels to wear the Auxiliary Emblem in their community and civic events	Helps promote brand recognition and build awareness
#3	Give a Certificate of Recognition for the best show or use of the Auxiliary Emblem at a function	1. Helps build motivation, creativity and participation 2. Shows appreciation

Strategy – D	Invest in Internal and Marketing Commercials	Target Date
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	<i>Initiatives</i>	<i>Expected Outcome</i>
#1	Focus on Mission, Vision and target audience	Deliver expectations with a high degree of understanding our mission, vision, member targets, and membership needs
#2	Promote the ALA core mission Everywhere	1. Knowledge of the ALA 2. Recruitment of new members

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Continue Strategy – D

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| #3 | Know who our members are and those we serve and why the ALA matters in their lives | <ol style="list-style-type: none"> 1. Retain membership 2. Knowledge of the ALA |
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Strategy – E	Reward Units Excellence in Promoting the ALA Brand	Target Date
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- | | <i>Initiatives</i> | <i>Expected Outcome</i> |
|----|--|--|
| #1 | Develop an Emblem usage Contest for Juniors and Senior Membership | <ol style="list-style-type: none"> 1. PR to publish the winning entry in the units local paper 2. Reward the winning unit with a certificate |
| #2 | Develop an award for the best narrative And photos on how a unit promotes the Emblem | <ol style="list-style-type: none"> 1. Encourages use of the ALA Emblem 2. More Brand visibility |
| #3 | Reward a unit who uses their local paper utilizing the Auxiliary Emblem | <ol style="list-style-type: none"> 1. The unit is recognized for their public acknowledgement of the Emblem 2. Membership recruitment |

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AMERICAN LEGION AUXILIARY 2014-2019/20 CENTENNIAL STRATEGIC PLAN

FAQs regarding the 5-Year Centennial Strategic Plan

Are there two plans – an ALA Long Range Strategic Plan and an ALA Centennial Plan? No.

There is one American Legion Auxiliary 2014-2019/20 five-year strategic plan. Since it takes us to the ALA's 100th anniversary (our centennial) it is called our ALA 5-year Centennial Strategic Plan. The ALA Annual Programs Plan is an action plan that supports the ALA 5-year strategic plan. Who is responsible for implementing the plan? **You!** The success of the plan is dependent on each of us. The goals of the plan are, by 2019-2020:

*Enhance Membership Strength
Create an Internal Culture of Goodwill
Develop Leadership at all Levels
Strengthen Departments and Units
With the American Legion, Build Brand Loyalty*

The ALA 5-year Centennial Strategic Plan will strengthen and sustain the American Legion Auxiliary for years to come and ensure that we have informed, dedicated members who will continue to live and lead our mission of supporting veterans and their families.

What is a strategic plan?

It is a multi-year plan – a road map – with major goals that must be achieved for an organization to succeed. It is developed via a process of thoughtful decisions about the organization's future that includes defining the organization's direction for the next five years, and then figuring out how to get there. The plan sets goals and priorities, and clearly states where the organization needs to focus its energy and resources in order to achieve the major goals that will strengthen the organization.

Can a Unit simply adopt the ALA's Department plan rather than creating its own plan?

Yes. The Centennial Strategic Plan also includes strategies, initiatives, and action plans for achieving the 5 goals. Units can adopt the national strategies or modify, delete, or add its own strategies – whatever your Unit needs to ensure success. You will want to select a team of Unit members to develop your own unique strategies, initiatives, and action plans for achieving the goals.

What is a strategy?

A strategy is an action statement that articulates how a goal will be reached; strategies describe a general approach or method, they do not specify activities or projects. (Hint-if a "strategy" sounds very specific, it is probably an initiative.) Strategies begin with an action verb.

What is an initiative?

An initiative is a specific project, program or activity that will make your strategy happen. When creating an initiative, ask yourself, "What specific things must we do to get from Point A to Point B in order to accomplish this strategy and our goals?"

What is an action plan?

An action plan within the Strategic Plan is a specific sheet of information that identifies the resources needed to accomplish an initiative; states what the expected outcomes are; sets the timeline needed; and identifies who is responsible for making sure the initiative is completed.

What are the expected outcomes of the Centennial Plan?

Our vision! By 2019/20, the American Legion Auxiliary's million members will be making a difference for veterans and their families in every neighborhood. Paving the way for our future, our Centennial Strategic Plan helps us build on brand loyalty, strengthening departments and units, building leadership and working to continue creating an internal culture of goodwill....and all this helps us achieve our goal of enhancing membership strength.

Now more than three years in, the 5-Year Centennial Strategic Plan has truly made strides. Great information on this plan's beginning and how we are doing at the halfway point, is in your August Auxiliary magazine. We encourage, if you are a new member, to familiarize yourself with this plan, and the rest?....*re-familiarize* yourself!

We are charged with implementing this plan, so let's continue to strongly support its goals. We'll be looking to hearing from you on how you've worked our programs to support this initiative.

Here's a beginning on how programs in the Programs Action Plan relate to the ALA's Centennial Strategic Plan (more to come on Member Support Committees and Administrative Committees):

Mission Outreach Programs

ALA Girls Nation – As our single most consistent community outreach program, ALA Girls Nation and ALA Girls State help us cast a wider membership net (Goal 1) and raise awareness of our mission (Goal 5) with a population that can have a positive impact on our organization, our mission and our nation.

Americanism – Promoting patriotism and responsible citizenship help us fulfill our brand promise (Goal 5) by giving U.S. citizens a chance to participate in our mission by feeling patriotic and demonstrating their support in an active, visible way.

Children & Youth – By protecting, caring for, and supporting children and youth, particularly those of veterans and military families, ALA members fulfill our brand promise (Goal 5) of being community leaders and responsible American citizens while caring for military families. In doing so, we are building a future membership base (Goal 1) among our target demographic — military families.

Community Service – While building community awareness of the ALA and its mission, ALA members serve as brand advocates (Goal 5) through involvement in community activities.

Education – Through classroom activities, literacy programs, scholarship promotion and support of education beyond high school, ALA members build brand loyalty and awareness of the ALA's mission (Goal 5) through their education-related community service projects.

Junior Activities – Inspiring active participation by ALA members under the age of 18, the Junior Activities program builds a strong future for the ALA by engaging productive members to carry on its mission for life. (Goal 1 and Goal 3)

Legislative – While advocating for the legislative agenda of The American Legion, Auxiliary members raise awareness for our mission and increase brand loyalty. (Goal 5)

National Security – Maintaining and promoting a strong national defense by supporting servicemembers and their families helps us build brand loyalty (Goal 5) among a target membership population (Goal 1) while keeping us focused on our mission.

Poppy – Using the image and story of the Flanders Field poppy to educate people about the sacrifices of our military service members helps us raise awareness of The Legion Family and link us to our mission in the eyes of the public. (Goal 5)

Veterans Affairs & Rehabilitation – Our work to enhance the lives of veterans, military and their families provides our members opportunities to serve in volunteer leadership roles within their local Veterans Affairs hospital (Goal 3), which broadens our membership pool (Goal 1) among a target population and builds brand loyalty (Goal 5) with the veterans themselves.

Feel free to contact us with questions, comments, suggestions, and look for even more in the coming months from your Centennial Strategic Plan Committee, Kathy and Christine.

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