



Pod—Membership Development

- Advisory
- American Legion Auxiliary Foundation
- Auxiliary Emergency Fund
- Membership
- Leadership
- Public Relations
- Long Range Strategic Planning

Long Range Strategic Planning

2011-2012 American Legion Auxiliary Plan of Action

Purpose: The ALA National Strategic Planning Committee is a disciplined effort to produce fundamental decisions and actions that shape and guide the ALA to focus its energy so that members of the organization are working toward the same goals, and to assess and adjust the organization's direction in response to an ever-changing environment.

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Long Range Strategic Planning

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Department and Unit-level Objectives Action Steps

1. Planning the plan (Phase I)
 - a. Make short-term decisions based on long-term implications.
 - b. A series of agreements about what needs to happen.
 - c. Improves the decision-making process.
2. Understanding the context of the organization (history, trends, member perception) (Phase II)
 - a. Compile, synthesize, and absorb information about the organization's external and internal environments.
 - b. Analyze the combined information from external assessments with the organization's internal dynamics (such as strengths, weaknesses, opportunities and threats or SWOT analysis) identifies the current and future context of the organization.
 - c. Reading relevant documents of the significant events in its history provides the knowledge of what has worked and what has not worked. Provides major milestones and change that describe how the organization functions today.
3. Agreeing on the organization's purpose and direction (Phase III)
 - a. The mission and vision statements summarize an organization's purpose and direction.
 - b. The mission statement says why the organization exists.
 - c. The vision statement describes an ideal future for the organization
4. Moving from vision to action (Phase IV)
 - a. Agreement in 3-5 important areas of focus in order to achieve the vision.
 - b. View the organization as a living system.
 - c. Explore the functions and how they relate to each other
 - d. Are there functions missing or no longer needed?
5. Monitoring the progress of the plan (Phase V)
 - a. Develop appropriate evaluative metrics for regularly reviewing performance.
 - b. The plan should be evaluated quarterly, allowing for corrective action if required.
 - c. Ongoing attention to the plan should also occur at regular organizational events, such as staff meetings, committee meetings and performance reviews.

Long Range Strategic Planning

A Strategic Plan Contains

- Mission statement: Why we exist.
- Vision statement: What we want to be in the future.
- Priorities: How we will achieve the vision by focusing on the critical few areas of focus.
- Goals & actions: How we will, step by step, achieve each vision priority and the vision.
- Values: How we will treat each other and our constituents.

How To Develop a Strategic Plan

1. Plan an organizing meeting. Appoint a working committee, including members of different ages, levels of experience in the organization, social status and ethnicity. Leadership, staff and members. (Get the right people on the bus).
2. Educate your committee about the strategic planning process.
3. Take the necessary time to gather data, share ideas, agree on what needs to be done. Takes effort and hard work. You may want to schedule additional meetings before committing to the direction you want to take for the future.
4. Commit time and energy to the process. Be realistic about both time and costs. Costs include meeting space, reimbursements for volunteers for time and travel, amenities.
5. Discuss the context of the plan and reach a consensus on the opportunities to move forward. Choose 3-5 Focus Programs to concentrate on immediately.
6. Commit to the plan, and agree to make planning an organizational priority.
7. Prepare a written list of the actions needed to carry out the plan, and assign members to these actions. Consider adding other individuals, not just those attending the organizing meeting. Additional members will add an increased level of enthusiasm and interest. Communicate what will happen and how all individuals will be involved.
8. See if you have someone in the organization with facilitation skills to serve as the coordinator of your efforts, or is there money for an outside consultant to guide the process?
9. Develop a method for monitoring progress and the results achieved.
10. Develop a communication plan and decide when, how and why to communicate. Determine your audience for reporting. Good communication is a critical component of the strategic planning process.
11. Review the plan on a quarterly basis and then annually focus on the accomplishments of the year.
12. Prioritize goals for another year.
13. When developing your strategic plan, consider mirroring the national strategic plan that includes membership growth, the development of leaders at all levels, civility and respect for all and developing a positive relationship with The American Legion.
14. Celebrate success.