This letter sets the stage for our 2020-2021 Headquarters Strategic Planning document. It provides a degree of clarity on who we are as a headquarters team, our basic business model and what we do. This document describes our culture, the expectations, and key accountabilities of our people.

The COVID-19 pandemic of 2020 has certainly added some complexity in our ability to operate normally and generate revenue from Sea-Air-Space (SAS), to meet our original budgetary goals for 2020. To overcome and capitalize on this obstacle, we have added some new lines of effort and adjusted a few of our terminal objectives inside the 2020-2021 Headquarters Strategic Planning Document (HQ SPD). What this pandemic has not done is change the overall mission of Navy League headquarters or the core function of how we operate. We will quickly adjust to our new business plan and look for ways to make up lost SAS revenue. Everything we discussed in this letter remains as relevant today as it did prior to the COVID-19 outbreak. Our team is STRONG, and we will PERSEVERE.

The Navy League Headquarters staff is focused, smart, innovative, and highly capable. With the team we have assembled, there is no reason we cannot elevate the Navy League to levels never seen in its history.

Motivating a team is easy — what is hard is sustaining that excitement year after year. Great organizations know how to heave with great and steady effort over long periods of time, while achieving success and continually seeking opportunities to get better.

When you think about what it takes for a team to achieve and sustain greatness, think about a quote by Joe Rantz in the book, “Boy in The Boat.” He says, “But it's not just about me. It has to be about the boat.” In this book, the author talks about something he calls the “swing.” The swing happens when everyone learns how to row in absolute unison. It is not just a physical action. It is more of a melding of the minds. It happens when you care more for the success of the team than your own success. Or, put another way, the actions/motions you take are selfless and with all the capability you possess. If you have never felt the power of the swing, you are missing one of the greatest feelings of accomplishment one can ever experience.
Navy League of the United States Headquarters
2020-2021 Strategic Planning Document

Who We Are

We are the “central hub” of the Navy League, which is a 501(c)(3) that supports our Nation’s sea services.

What We Do

The way we do this is by having a headquarters team that *supports our councils* and sustains the operational capacity of Navy League national in the following areas:

1. Serve as the custodian of Navy League governance, its bylaws/operations manual, 501(c)(3) legal compliance and insurance.
2. Manage a centrally controlled membership database and program.
3. Manage council annual reports.
4. Manage the Navy League training program.
5. Manage the Navy League’s awards program.
6. Manage a cross-functional and collaborative communications infrastructure.
7. Manage the Navy League Foundation and associated scholarship program.
8. Manage the Navy League STEM scholarship program.
9. Coordinate and manage the Navy League Annual Convention.
10. Coordinate and manage the Navy League Fall Board of Directors meeting.
11. Coordinate and manage the Biennial Congressional Fly-In.
13. Manage a centrally controlled Legislative affairs program.
14. Establish and maintain Department of Defense, Gov’t, and industry relationships.
16. Executive Committee monthly board meetings.
17. Coordinate and manage Navy Birthday Ball.
18. Coordinate and manage Special Topic Breakfasts.
22. Manage Navy League Information Technology software and platforms.
23. Operational management of all Navy League financials
24. Develop annual Navy League budget.
25. Manage Navy League financial reports.
Navy League of the United States Headquarters
2020-2021 Strategic Planning Document

27. Contract review and approval.
28. 501(c)(3) legal — administrative requirements.
29. Manage the Navy League Building LLC.

Through these efforts, our councils can:

1. Educate the American population on the need of a strong maritime force.
2. Legislatively advocate locally and on Capitol Hill for our sea services.
3. Provide support for sea service members and their families.
4. Support the U.S. Naval Sea Cadet Corps, JROTC & Young Marines.

Within headquarters, we have a supporting and supported relationship. The Events & Corporate Affairs, and Philanthropy departments are supporting the headquarters staff by generating 80% of our operational revenue. The other 20% of our revenue comes from the Sea Power magazine and Membership dues. The Events & Corporate Affairs, Philanthropy, Sea Power and Membership teams are all supported by the HQ staff in the areas of finance, communications, marketing, human resources, contracts, and an augmented workforce. In other words, it takes a village to execute the Navy League’s mission — no one is more or less important.

We cannot continue to rely primarily on Sea-Air-Space as the Navy League’s bread winner. We MUST diversify our portfolio and seek new revenue opportunities.

The list below identifies basic business operations of Navy League Headquarters. Each of these items have a multitude of sub-requirements.

**OUR CULTURE**

Each of us has the responsibility to complete a multitude of macro- and micro-requirements that culminate in the successful execution of our assigned tasks. Each of our efforts contribute to the success of the organization.

You were hired and/or promoted into your position because we have the confidence that you fit into the Navy Leagues culture of excellence and you have the ability to do your job well. We will put the right people into the right positions and provide them with the opportunity to be successful. No one can make a person successful. You can only provide a person with the opportunity to be successful. To the best of our ability, you will be provided the elements that will afford you the capability to complete your duties and be successful more effectively and efficiently. We will lead, manage, and guide you, but we will NOT micromanage you. We are an organization of character, independence, and accountability. This means you will not have
someone leaning over your shoulder telling you what to do or how to do it. It means you must be a critical thinker, look for solutions, check and double check your own work, respect and lean on each other for support.

Establishing and managing the expectations and accountability of the accurate and timely completion of our tasks is a responsibility of all of us.

Each member of the team has four “key accountabilities” that they will be regularly assessed on.

1. Through your daily action, foster a high degree of “esprit de corps” and sense of team.
2. Treat one another with dignity and respect.
3. Complete your work on time.
4. Complete your work accurately.

Thank you for all you do to make the Navy League the nation’s premier sea service support organization. It is an honor to serve with you.

Best regards,
National Executive Director of the Navy League
Mike Stevens
The Navy League Headquarters 2020-2021 Strategic Planning Document identifies the Navy League headquarters’ 2020-2021 Strategic Lines of Effort and following Terminal Objectives. What is does not do is identify or tell the various departments how to accomplish the Enabling Objectives. Each department must collaborate inside and outside the Navy League to develop specific project plans, timelines and enabling objectives that will achieve the terminal objectives and ultimately the stated Strategic Lines of Effort. This document is headquarters’ guiding light, designed to advance the Navy League’s mission and encourage innovation for both process improvement and entirely new concepts or ways of doing business.

The Navy League Headquarters Team must be focused, agile and have the ability to quickly adjust course as the landscape changes. As such, this document does not stop and restart at the beginning of each year. It is a rolling continuous, living, and flexible strategy.

**Vision Statement**

The Headquarters Team will **focus all efforts** on supporting our councils and volunteers in the execution of the Navy League’s mission of advocacy, education, support of our sea services members, and youth programs.

**Mission Statement**

The Navy League of the United States is a civilian organization dedicated to informing the American people and their government that the United States of America is a maritime nation and that its national defense and economic well-being are dependent upon strong sea services – U.S. Navy, U.S. Marine Corps, U.S. Coast Guard and U.S. Merchant Marine.

**Core Values**

**Character:** Moral excellence: empathy, courage, fortitude, honesty, and loyalty, or of good behaviors or habits.

**Leadership:** Influencing others to achieve excellence.

**Respect:** Treating others in a manner that I want to be treated.

**Strategic Lines of Effort & Terminal Objectives**
1. Assist the national president in the execution of his duties.
   a. Give sound advice and counsel.
   b. Provide regular updates on the business of the Navy League.
   c. Aid in interpreting the bylaws and operations manual.
   d. Provide administrative support when selecting committee chairs.
   e. Support president’s initiatives.
   f. Support president’s travel.
   g. Support president’s written and oral communications.
   h. Support president’s scheduled and unscheduled meetings.

2. Develop Navy League membership recruiting and retention program.
   a. Use existing data to establish membership goals for 2020.
   b. Coordinate recruiting and retention efforts with NL volunteers.
   c. Use membership audit information to update the database.
   d. Use council audit information, to review council, area, and region alignment.
   e. Develop membership data tracking dashboard.
   f. Explore membership program for active-duty military.
   g. Explore membership program for active-duty spouse.
   h. Develop a plan for membership recruiting and retention campaign.
   i. Establish structured and effective membership customer service plan.

3. Assist the national president in selecting and developing the next generation of Navy League leadership, including national vice presidents and region, area, and council presidents.
   a. Work with the Training Team and various senior Navy League leaders in developing the next generation of Navy League leadership.

4. Staff retention year-over-year at 90%.
   a. Establish and maintain a culture - and the incentives that encourage retention.
   b. Hire and retain the best employees.
   c. Build and Organize a high performing headquarters team.
   d. Develop a performance review process.
   e. Create promotion opportunities.

5. Update employee handbook.
   a. Review handbook with EVP of Business Operations.
   b. Review handbook with department heads.
c. Review handbook with national president and Staff Pay & Compensation Committee.
d. Incorporate recommended changes.

6. Maintain headquarters master task tracker.
   a. Identify task, start dates.
   b. Track progress.
   c. Monitor completion dates.

7. Resolve existing database issues.
   a. Coordinate with Blackbaud implementation team and developers to resolve identified database issues.
   b. Determine necessary courses of action.
   c. Implement required changes and tools.
   d. Test database.
   e. Provide training for the staff and field members on new capabilities.

8. Incorporate new annual report.
   a. Resolve issues and maintain annual report until new annual report is incorporated.
   b. Search for annual report replacement software.
   c. Develop annual report replacement project plan.
   d. Complete annual report replacement project.
   e. Launch new annual report.

9. Grow the Educators at Sea program.
   a. Maintain and grow a partnership strategy with the Sea Cadets.
   b. Coordinate with 1099 grant writer to support Educators at Sea program.
   c. Develop fundraising campaign to support Educators at Sea program.

10. Enhance overall relationship with the Sea Cadets.
    a. Maintain regular meetings between the Sea Cadets and Navy League headquarters leadership.
    b. Discover areas whereby the Sea Cadets and Navy League headquarters can partner together to boost the missions of both organizations.

11. Develop a marketing and communications plan that will increase awareness and carry the message of the Navy League using all mediums of communication.
Navy League of the United States Headquarters
2020-2021 Strategic Planning Document

a. Using all available tools and resources, develop a comprehensive brand awareness marketing strategy.
b. Use and expand HubSpot as primary marketing and communications software for email and campaign management.

12. Increase STEM program opportunities.
   a. Determine the appropriate growth of the STEM program.
   b. Coordinate with 1099 grant writer to support the STEM program.
   c. Research opportunities for additional STEM revenue.

13. Establish clear policies for ship adoptions and commissionings.
   a. Discuss requirements with committee to establish clear policy.
   b. Develop draft of new requirements.
   c. Review draft.
   d. Share plan as needed with CHINFO (Chief of Naval Information Office).
   e. Publish new ship adoption and ships commissioning guide.

   a. Continue to execute new logo transition plan.
   b. Complete trademark application.

   b. Develop and execute exhibitor booth sale plan.
   c. Work with industry partners to roll over Sea-Air-Space 2020 sponsorship to Sea-Air-Space 2021.
   d. Develop and execute Sea-Air-Space/STEM Expo 2021 sponsorship plan.
   e. Coordinate Sea-Air-Space/STEM Expo floor and special event logistics with outside parties.
   f. Coordinate Sea-Air-Space 2021 educational panels.
   g. Develop Sea-Air-Space/STEM Expo schedule.
   h. Develop and execute Sea-Air-Space/STEM Expo 2021 marketing plan.

   a. Events department to review, research and determine updates for 2021 Sea-Air-Space and STEM Expo.
   b. Plan and execute a job fair (Transition Connections) for Sea-Air-Space 2021.
Navy League of the United States Headquarters
2020-2021 Strategic Planning Document


17. Identify new sources of revenue.
   a. Events - explore and develop new revenue opportunities.
   b. Development - explore and explore new revenue opportunities.
   c. Communications - explore and develop new revenue opportunities.

18. Create positive revenue for the Navy League building.
   a. Collaborate with JLL brokerage team to develop and establish leasing at or above 90% occupancy.
   b. Develop budget plan that will support growth.
   c. Find new building promotional opportunities.
   d. Execute tenant appreciation program.

19. Update and modernize organizational information technology.
   a. Continue SharePoint transition.
   b. Execute hardware refresh plan.
   c. Support HubSpot implementation.
   d. Support annual report replacement transition.

20. Establish Line of Credit payback plan
   a. Develop a comprehensive plan to payback monies used from the Navy Leagues line of credit.

21. Apply for a small business loan (SBL) through the Paycheck Protection Program (PPP).
   a. Conduct research for PPP eligibility.
   b. Brief President and Executive Committee.
   c. Select an SBL lending bank.
   d. Submit required information to bank for SBL.
   e. Manage loan.

   a. Form Digital Content Tiger Team.
   b. Establish milestone timelines.
   c. Provide periodic updates to the Executive Director.
   d. Determine type of content.
   e. Determine how to monetize.
f. Determine how to display content.
g. Develop marketing strategy.

23. Publish the Maritime Policy
   a. Issue theme/format guidance to service leads.
   b. Service leads consult with sea services and write sections.
   c. Unite sections and layout Publish printed booklets.
   d. Public launch on Capitol Hill.

23. Enhance Grassroots Legislative Initiative (GLI)
   a. Train additional grassroots members and leadership.
   b. Provide administrative support and coordination for Legislative Affairs committee.
   c. Maintain updated advocacy materials and committee homepage.
   d. Maintain updated digital advocacy platform.
   e. Increase communication and coordination with field leadership, including sharing best practices.
   f. Develop Standard Operating Procedures for advocacy efforts related to annual legislative priorities (appropriations, NDAA (National Defense Authorization Act), etc.).

24. Enhance Capitol Hill direct advocacy system
   a. Maintain digital advocacy hub with updated records.
   b. Strengthen relationships with strategic partners.
   c. Increase member office engagement.
   d. Improve outreach engagement through Hill events.

END OF DOCUMENT