Preamble

Who We Are, What We Do & Our Culture

This document sets the stage for our 2022 headquarters strategic plan. 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, expectations, key accountabilities of our people and organizational measures of success.

This document is not the master strategic plan for the Navy League of the United States. This document outlines how to best support the Navy League and our members as described the Navy League’s 2021-2023 Guidance (master plan).

The COVID-19 pandemic continues to add some unique complexity to our ability to operate normally. Admittedly, these challenges have also acted as a constructive forcing function. As a result, we have been far more innovative in finding new opportunities of success for the Navy League. What could have been a negative has been turned into a positive. With or without a forcing function, we are confident that this innovation will continue.

The Navy League headquarters staff is focused, smart, innovative and highly capable. We have proven that when we work as a team. There is no situation or obstacle that is too big for us to overcome.

Building and motivating a great team requires some work, but truth be told if you follow the core principals of leadership and management it isn’t that difficult — what’s challenging is sustaining and motivating great teams over multiple years. Great organizations figure out how to sustain this energy over extended periods of time, while achieving success and continually seeking opportunities to get better. In large part it requires us to be respectful and understanding of one another, the desire to always improve, for our leaders to be fair and consistent, and for all of us to have an owner’s mentality. Organizational and individual success are synonymous.
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Who We Are

Headquarters, i.e., national, is the “central hub” of the Navy League of the United States, which is a 501(c)(3) that supports our nation’s sea services — Navy, Marine Corps, Coast Guard and Merchant Marines.

What We Do

The primary ways in which headquarters supports our sea services is by supporting our Navy League in the following 30 areas:

1. Serve as the custodian of Navy League governance, its bylaws/operations manual, 501(c)(3) umbrella exemption, and insurance.
2. Manage a centrally controlled membership database and membership program.
3. Manage council annual reports.
4. Manage the Navy League training program.
5. Manage the Navy League’s awards program.
6. Manage a centralized communications infrastructure.
7. Manage the Navy League Foundation and associated scholarship program.
8. Manage the Navy League STEM grant program.
10. Coordinate and manage the Navy League board of directors meeting.
11. Coordinate and manage the Biennial Congressional Fly-In.
13. Manage a legislative affairs program.
14. Establish and maintain Department of Defense, government and industry relationships.
15. Coordinate and manage Sea-Air-Space & STEM expositions.
16. Manage the executive committee monthly meetings.
17. Coordinate and manage the national Navy Birthday Ball.
18. Coordinate and manage Special Topic Breakfasts.
19. Coordinate and manage Navy League Learns virtual content sessions.
20. Plan and execute special events.
22. Manage Navy League and associated websites.
23. Manage and control Navy League information technology infrastructure.
24. Management all Navy League financials.
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25. Develop annual Navy League budget.
26. Manage Navy League financial reports.
27. Perform required operations for Navy League financial audit.
28. Contract review and approval.
29. 501(c)(3) legal — administrative requirements.
30. Manage the Navy League Building LLC, NLDC and UOA.

Through these efforts, our councils can:

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

Within headquarters, we have mutually supporting relationship between departments. The events areas of operations is *supporting* the headquarters staff by generating 75% of our operational revenue, with Sea-Air-Space providing the most significant portion of that. The other 25% of our revenue comes from corporate membership, Seapower magazine, philanthropy and membership dues. Likewise, Sea-Air-Space, corporate membership, Seapower magazine, Navy League membership and philanthropy are all supported by the HQ staff in the areas of finance, legal, information technology, marketing and communications, human resources, etc. In other words, it requires the entire staff to accomplish the work of headquarters — no one person or department is more or less important, everyone is important.

For several years the Navy League recognized it could not continue to rely predominantly on Sea-Air-Space as the Navy League’s bread winner. There were many discussions about diversifying our revenue portfolio. In 2020, we put this to action. We developed and monetized digital content in the form of webinars. Most recently the Navy League stood up a think tank called the Center for Maritime Strategy. This center will serve as our nation’s premier thought center focused on the entirety of the maritime domain, and it will eventually add to the overall revenue of the Navy League.
We are an organization that operates with a mantra of, independence and accountability.

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, retained and/or promoted into your position because we have the confidence that you fit into the Navy League’s culture of excellence and can do your job well. We will put the right people into the right positions and provide them with the opportunity to be successful. It is important to understand that no one can make a person successful. We can only provide a person with that opportunity. To the best of our ability, you will be provided all the elements that will allow you to complete your duties and attain success. We will lead and guide you, but we will NOT micromanage you. We will let you know what needs to be accomplished, but we will not tell you how to accomplish it. If you require additional instruction or assistance, it is your responsibility ask for it. This means you will not have someone looking over your shoulder telling you what to do or how to do it. This means you must be a critical thinker, intellectually curious, look for solutions, check and double check your own work and lean on each other for support.

Navy League employees will be evaluated in the following eight Areas of Performance (AoP):

1. Through daily actions, fosters a high degree of esprit de corps and sense of team. 
   Deportment — the manner in which one conducts oneself.
2. Displays independence and accountability.
3. Moral excellence — empathy, courage, fortitude, honesty and loyalty, or of good behavior or habits.
4. Treats other with dignity and respect.
5. Completes work on time.
6. Completes work accurately
7. Achieves budgetary requirements (if applicable).
8. Achieves expectations of third parties.

Navy League headquarters has three primary “Measures of Success (MoS):”
1. Achieve established budgetary requirements.
2. Achieve defined project timelines.
3. Achieve expectations of third parties, i.e., customers.

The Navy League Headquarters 2022 Strategic Action Plan identifies the Navy League headquarters’ strategic lines of effort and follow-on terminal objectives. What it does not do is 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 support 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 be able 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 members and key stakeholders in the execution of the Navy League’s mission of advocacy, education and 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 — the U.S. Navy, U.S. Marine Corps, U.S. Coast Guard and U.S.-flag Merchant Marine. Headquarters will provide the necessary support to ensure our councils are able to carry out the mission of the Navy League to the greatest degree possible.

**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/chairman, executive committee and board of directors in the execution of their duties.**
   a. Develop a draft Navy League strategic plan.
   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 the Navy League’s strategic guidance and other initiatives when developed as required.
   f. Support president’s, national senior vice president’s and president-elect’s travel.
   g. Support president’s written and oral communications.
   h. Support president’s, national senior vice president’s and president-elect’s scheduled and unscheduled meetings.

2. **Refine Navy League membership recruiting and retention program.**
   a. Continue to execute a comprehensive retention campaign (Project Revolution).
   b. Use existing data to establish individual membership goals for 2022.
   c. Use council audit information to review council, area and region alignment.
   d. Coordinate recruiting and retention efforts with Navy League volunteers.
   e. Refine individual membership customer service plan.
   f. Build membership program for active-duty military.
   g. Review and enhance community affiliate program.
   h. Explore additional benefits for individual members.
   i. Explore additional benefits for corporate members.
   j. Create and/or build on a business development plan for corporate members.

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.**
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a. Assist as required Navy League leadership in training and preparing the next generation of Navy League officers.

4. Staff retention year-over-year at > 80%.
   a. Establish and maintain a culture — and the incentives — that encourage retention.
   b. Hire and retain the best employees.
   c. Develop a high-performing headquarters team.
   d. Conduct productive performance reviews.
   e. Create promotion opportunities.
   f. Develop and adhere to areas of performance.

5. Develop council annual report rollup document (Project Rollup).
   a. Retrieve specific data from the council annual reports to provide an overview of councils, areas and regions.
   b. Provide volunteer leadership with detailed information about councils and their activity.
   c. Provide a snapshot of a councils’, areas’, regions’ overall health.

6. Develop and maintain the Council President Track program.
   a. Work with volunteer leadership to determine specific areas of improvement within a council.
   b. Develop a monthly webinar training program leading up to the National Convention.
   c. Provide tools and best practices for council leadership.
   d. Use the Navy League Member Facebook Group page as a platform for interaction between councils to discuss best practices and lessons learned.

   a. Retrieve data from council annual reports to provide quantifiable data.
   b. Department heads to provide predetermined data and information to be included in the annual report.
   c. Edit and publish content for annual report.

   a. Identify survey platform.
   b. Update survey questions as necessary.
c. Determine scoring methodology.

d. Define survey rules of success.

e. Determine survey timing (date).

9. **Develop Strategic Action Plan for Center for Maritime Strategy (CMS).**
   a. Work in CMS staff members to develop draft Strategic Action Plan (SAP).
   b. Review SAP with CMS Committee,
   c. Produce and publish clean 2022 CMS SAP.

10. **Update employee handbook.**
    a. Assign an employee handbook committee leader.
    b. Identify committee members.
    c. Identify desired outcome/s.
    d. Determine the process for review.
    e. Review and identify recommended edits.
    f. Brief CEO on recommended changes.
    g. Brief Staff Pay & Compensation Committee on recommended changes.
    h. Incorporate recommended changes.

11. **Project Elevate: Implementation of new membership database for 2023**
    a. Identify the needs of the Navy League and its members (i.e. instant financial transactions, membership focused, interacts with other current platforms, etc)
    b. Identify companies to interview and provide demonstrations
    c. Choose a provider
    d. Create a project budget for 2023

12. **Project Broadcast**
    a. Identify tech and room requirements to broadcast and record both audio and video using the library.
    b. Remove items from space and add equipment, furniture and branding touches.
    c. Perform tests of different types of broadcasts
    d. Train CMS staff on use of equipment to maximize rapid response.

13. **Maintain Blackbaud database.**
    a. Continue ongoing efforts with Blackbaud implementation team and developers to resolve identified database issues.
    b. Determine necessary courses of action.
    c. Implement required changes and tools.
d. Provide ongoing training for the staff and field members database usage.

   a. Continue Wizehive Project plan.
   b. Complete awards management process.
   c. Support yearly refresh of forms.

15. 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.

16. Continue to promote a marketing and communications plan that will increase awareness and carry the message of the Navy League using all mediums of communication.
   a. Use and expand Hubspot as primary marketing software for email and campaign management.
   b. Continue to develop an annual marketing strategy document for each department and event at the Navy League.
   c. Maximize ROI on Sea-Air-Space and related event marketing.
   d. Home in on effective marketing tactics for philanthropy objectives.
   e. Refine active-duty marketing plan to maximize reach and conversions.
   f. Evaluate database platforms that enable better conversion tracking than Blackbaud.
   g. Evaluate email programs alongside database project to ensure seamless communications during pending 2023 transition.

17. STEM program opportunities.
   a. Research opportunities to generate additional STEM revenue to support Navy League scholarship council grants through strategic marketing opportunities as well as a STEM centered fundraising initiative within Giving Tuesday, End of Year or NLUS Day of Giving campaign.
   b. Focus on strengthening existing relationships and developing new connections between educational institutions, employers, and their communities. This means bringing together the school communities, our current SAS exhibitors, reaching out beyond the defense contractor space, and other community
resources to build STEM ecosystems that broaden and enrich our educational journey and outreach.

c. Develop and enrich strategic partnerships to foster STEM ecosystems beyond the council level so NLUS can support them as exhibitors at our annual STEM Expo event.

   a. Develop and execute exhibitor booth sale plan.
   b. Develop and execute Sea-Air-Space/STEM Expo 2022 sponsorship plan.
   c. Coordinate Sea-Air-Space/STEM Expo floor and special event logistics with outside parties.
   d. Coordinate Sea-Air-Space 2022 educational panels.
   e. Develop Sea-Air-Space/STEM Expo schedule.
   f. Develop and execute Sea-Air-Space/STEM Expo 2022/Transition Connection marketing plan.
   g. Evaluate changes to Sea-Air-Space to plan for changes that may occur due to government regulation that may impact the event at that time. Increased online presence and accommodations for cleanliness and crowding.

   a. Events department to review, research and determine updates for 2022 Sea-Air-Space and STEM Expo.
   b. Plan and execute a job fair (Transition Connection) for Sea-Air-Space 2022.

20. Identify new sources of revenue.
   a. Events: Explore and develop new revenue opportunities.
   b. Development: Explore new revenue opportunities.
   c. Marketing and Communications: Explore and develop new revenue opportunities.

   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.
22. **Update and modernize organizational information technology.**
   a. Continue SharePoint progression and improvement.
   b. Continue support of IT infrastructure with a three-year cycle for refresh.
   c. Support annual report development and data compilation
   d. Implement SMS software.
   e. Plan and implement network reconfiguration project
   f. Plan for Windows 11 rollout and training

23. **Establish line of credit payback plan.**
   a. Develop options to payback monies used from the Navy Leagues line of credit.

24. **Annual Financial Audit.**
   a. Stay current on new accounting standards.
   b. Know the audit timeline.
   c. Organize files and make sure to know where to locate any supporting documents.
   d. Review the GL with finance staff for any changes they may note prior to running monthly reports.
   e. Review the monthly department statements to be able to explain any variances at the end of the year.
   f. Meet with JLL accountants quarterly to review the detail of the due to/from accounts.
   g. Meet with auditors to discuss the preliminary field work and any changes (financial or operational) from the prior year.
   h. Meet weekly with the auditors during final fieldwork to stay on track with the timeline of completion.
   i. Review draft reports.
   j. Auditors present to the Board of Directors.
   k. Finalize reports and prepare for the Form 990 completion.

25. **Monetization of digital content.**
   a. Continue to deliver valuable virtual content on an ongoing basis.
   b. Continue to monetize with sponsorship opportunities.
   c. Review, develop and implement new marketing strategies, as necessary.

26. **Publish "Maritime Policy" statement.**
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a. Issue theme/format guidance to service leads.
b. Service leads consult with sea services and write sections.
c. Unite sections, layout and publish printed booklets.
d. Distribute and promote printed and digital booklets.
e. Conduct public launch event.

27. Enhance Grassroots Legislative Initiative (GLI).
   a. Address any vacancies or deficiencies in grassroots leadership at the region, state and local levels.
   b. Train additional grassroots advocates and leadership on legislative advocacy.
   c. Provide administrative support and coordination for Legislative Affairs Committee.
   d. Maintain current advocacy materials and regularly update the Legislative Affairs Resource Center.
   e. Maintain updated digital advocacy platform via the Navy League Quorum Action Center.
   f. Increase communication and coordination with field leadership, including collaboration on long term planning.
   g. Develop standard operating procedures for advocacy efforts.

28. Enhance Capitol Hill direct advocacy.
   a. Maintain digital advocacy hub with updated records.
   b. Strengthen relationships with strategic partners and relevant offices.
   c. Increase member office engagement.
   d. Improve member office relationships through support operations.
   e. Address deficits in constituent advocates.

29. Develop and implement a college internship program.
   a. Identify areas of overflow throughout the organization to maximize intern learning opportunities.
   b. Establish an internship program manager.
   c. Establish and foster relationships with local university career development offices.
   d. Establish guidelines for intern learning throughout the fiscal year.
   e. Create documentation governing the Navy League Internship Program for student use at their university.
   f. Create intern job descriptions and metrics of success.
g. Identify application, interview, and selection process to correspond with academic calendars.