

2004 National Action Plan

As of 2/3/2004

AIR FORCE ASSOCIATION STRATEGIC PLAN



National Action Plan: Within the Strategic Plan, the National Action Plans are defined in the form of Planned National Activities and Planned National Support of other elements of the organization. The National Action Plans are defined in Bold following each of the applicable goals of the plan.

FOREWORD

The Air Force Association Strategic Plan for 2004 - 2007 is the second plan developed using the strategic planning process model that was approved by the Executive Committee (EXCOM) in August 2001. In form and content, this plan builds upon the AFA 2003-2006 Strategic Plan and was developed by the Strategic Planning Council (SPC) – the elected officers of the Association, the Executive Director, and key members of the professional staff – with the assistance of the Long Range Planning Committee (LRPC). This plan continues the strategic thrust of last year’s plan, with only minor adjustments to clarify specific elements.

Foundation. The starting points for the planning effort are the AFA mission, vision and core values:

Mission: This is the reason we exist as an independent, nonpartisan, nonprofit association. The Air Force Association:

- *Educates the public about the need for aerospace power and its role in a strong national defense.*
- *Advocates aerospace power and a strong national defense*
- *Supports the United States Air Force and the Air Force Family*

We *educate* the American people to create an informed public armed with the knowledge to participate and advocate in the national debate over essential resources. An educated public is also aware of the necessity and contribution of aerospace forces; it is a public who will support and encourage the people choosing to serve in those forces. (As used in this plan, the term “aerospace” should be considered synonymous with “air and space”)

We *advocate* because we live in a nation founded upon the principles of democratic participation. Our country makes its most important decisions in a forum of free and open public debate. The wisdom of our political system is the recognition that a free people will raise their voices to demand those things that will preserve and enhance the nation. We believe that *aerospace power* and a *strong national defense* are essential to maintaining this nation that we love. Our status as an independent, professional source of credible information allows us to make our case in places and ways denied by statute to our uniformed military leaders.

Finally, we *support* the total Air Force and the Air Force Family – active, guard, and reserve; veterans and retirees; Air Force civilians; cadets; and the families who share their sacrifices. We recognize that aerospace power and a strong national defense rest in the hands of the people who have chosen to serve. Without the dedication of those people our nation could not prevail, and our support contributes to strengthening these critical defense capabilities.

Vision: Our vision is similar to that of the United States Air Force, in that we “aim high” to become “simply the best.” In our case that means:

- *To be the premier professional military association in the United States.*

Our *professional* nature emphasizes a purpose not associated with individual gain but to service to our society as a whole. We aim to be *widely recognized* to enhance our credibility in advocacy, our effectiveness in support, and the quality of our educational message. Our goal is to be beyond “best,” to be *premier*. In other words, an association to which “Nobody else comes close!” We are an association that strives to be relevant, agile, effective, and responsive to the needs of the nation, and the Air Force that we support. To us this means our association will be characterized by:

- A strong and broad membership base.
- Strong financial position.
- High credibility with the Air Force, the Congress, and the public at large.
- Outstanding *Air Force Magazine*.
- Effective communications.
- Effective Aerospace Education Programs.
- Strong field performance.
- Shared professional values with the Air Force.
- Top quality products and services.

Core Values: We embrace the Air Force’s core values, all of which have special significance for our Association, our mission, and our vision.

- ***Integrity First*** is the foundation of credibility, which is the first requirement for effective advocacy or education. As an independent, nonprofit, tax-exempt organization, we have been granted privileges of discretion, access, and respect – these are matched with the responsibility to validate the public’s trust by operating in a manner that reflects the highest ethical standards.

- ***Service Before Self*** reflects our continuing commitment to serve our nation in as many ways as our time and talents allow. An association of volunteers, we execute AFA’s mission without expectation of any personal gain, but in the belief that service to our nation is an honorable pursuit, worthy of our best efforts.

- ***Excellence in All We Do*** is our constant goal because we recognize the importance of our mission and the bedrock requirement to “get our message right.” We educate ourselves first to enhance our own credibility; we mentor and develop other members to assume leadership roles in the association; and we make every effort to ensure our products reflect the highest standards of accuracy and balance.

Strategic Planning Process. The following are the major milestones in the development of this plan.

STEP	DESCRIPTION	ACTION
1	AFA Mission, Vision, Values	Approved by EXCOM Feb '03
2	Analyze Key Internal & External Factors	LRPC April '03; SPC Jun '03
3	Establish Strategic Themes	SPC Jun '03
4	Select Strategic Objectives	SPC Jun '03
5	Review and Approve Objectives	Approved by EXCOM Aug '03
6	Establish Action Plans	Aug - Dec 2003
7	Approve the Strategic Plan	Approved by BOD Sep '03

Strategic Themes. This plan outlines five broad *strategic themes* for the organization that directly support the Air Force Association mission, vision, and values.

- 1. Educate the public about the need for aerospace power and its role in a strong national defense.**
- 2. Advocate aerospace power and a strong national defense**
- 3. Support the United States Air Force and the Air Force Family**
- 4. Strengthen AFA Field Operations**
- 5. Achieve AFA Operational Excellence**

Long Range Strategy. The specific objectives and goals in this plan are built to support our long-term strategy. Our long-range strategy is summarized as follows:

Strategic Theme	Supporting Strategy
Educate the Public	<p>Create effective methods, both nationally and locally, to educate the public about aerospace power and its role in a strong national defense.</p> <p>Successfully promote and execute programs offered by the Aerospace Education Foundation, and seek additional methods to support aerospace education.</p>
Advocate Aerospace Power	<p>Continue to develop and implement methods to create knowledge about what is needed to maintain strong aerospace power and the needs of the U.S. Air Force such that the AFA becomes the organization all turn to when issues arise.</p> <p>Maintain a strong relationship with the U.S. Congress at both the national and local levels, and create effective methods to educate the Congress about aerospace power and the needs of the U.S. Air Force. Advocate for needed capabilities with credibility and objectivity.</p>
Support the USAF and the USAF Family	<p>Continue to create knowledge about how to support the U.S. Air Force family – the men and women who serve on active duty, in the Air National Guard, and in the Air Force Reserve; AF civilians; veterans and retirees; cadets; and the families who share their sacrifices – in the best possible manner. Deliver support programs effectively at the national and local levels such that AFA is widely recognized as the premier organization in support of these constituencies as a whole.</p> <p>Continue to develop and maintain the strongest possible relationship with the U.S. Air Force leadership and the leadership of aerospace industry at the national and local levels such that support is provided to one another on a routine basis and in a mutually beneficial manner.</p>

Strategic Theme	Supporting Strategy
Strengthen AFA Field Operations	Create a high performing field organization that is characterized by: <ul style="list-style-type: none"> - Strong and effective support of chapter operations by the national staff and state organizations; - Strong capability in every state organization; - A high preponderance of strong chapters and few, if any, weak chapters; - Strong chapters affiliated with every major U.S. Air Force presence; - Member affiliation with chapters based on individual desire; and - Chapter support payments based on overall performance rather than a per capita basis
Achieve Operational Excellence	Develop initiatives, including consideration of mergers or acquisitions, to restore membership levels to at least 150,000. Enhance financial performance to grow the Association’s assets to \$35 million.

AFA STRATEGIC THEMES, OBJECTIVES, GOALS, AND MEASURES FOR 2004

Theme 1 – Educate the public about the need for aerospace power and its role in a strong national defense

Strategic Objectives

1. Conduct programs to educate the public about aerospace power and its role in a strong national defense.

Goal: AFA National – conduct or support a minimum of five major symposia.

Planned National Activities:

- 1) Orlando Symposium
- 2) Air & Space Conference - Policy Forums
- 3) LA Symposium
- 4) Support Focus on Defense Symposium
- 5) Support Colorado Springs Symposium
- 6) Support Eaker Forums
- 7) Conduct media outreach via press conferences, news releases, interviews and response to queries.

Planned National Activities: Continue incorporating modern online education/advocacy tools into www.AFA.org design/operations

Measures – Number of major symposia conducted

2. Produce publications that educate and inform the public about the important contributions of aerospace power in our nation's security.

Goal: Produce a high quality, professional, world-class magazine.

Planned National Activities: Publish at least 1,000 editorial pages in AF Magazine

Measures – Number of editorial pages per year in *Air Force* magazine

Goal: Disseminate magazine editorials and articles to news/media syndicates for widest possible distribution.

Planned National Activities: Distribute 12 monthly AIR FORCE Magazine editorials to nationwide newspaper syndicates.

Measures – Number of news syndicates presented with material.

Target: 2004 = All six major news syndicates

Goal: Distribute educational information on two national security studies per year sponsored by the AEF's Eaker Institute.

Planned National Activities: Produce, print and distribute two AFA/AEF Special Reports – one on *Acquisition and Delivering Combat Capability* and a second on the *Tenth Anniversary of the Enola Gay Controversy*.

Measures – Number of Eaker Institute studies distributed.

3. Maintain a close partnership with the Aerospace Education Foundation to increase deployment of AEF programs throughout AFA.

Goal: AFA Chapters - each chapter participate in at least one Aerospace Education Foundation-sponsored program per year

Planned National Support: Distribute AEF Program Guide to each chapter, state and region president. Publish program information and how-to documents on the World Wide Web. Conduct workshop programs for AFA leaders on AEF programs.

Goal: AFA Chapters - each chapter appoint a VP for Aerospace Education (VP/AE).

Planned National Support: Distribute a list of the current Vice Presidents for Aerospace Education and encourage chapter and state to appoint a person to fill this position.

4. Implement the Teacher of the Year Program.

Planned National Support: Distribute teacher of the year program guide information to state and chapter presidents and vice presidents for aerospace education.

Theme 2 – Advocate aerospace power and a strong national defense

Strategic Objectives

1. Determine what is required to support the short- and long-term aerospace needs of the nation and formulate a legislative agenda to advocate those needs.

Goal: AFA National - Obtain input from a broad cross-section of AFA constituents and develop an annual *Statement of Policy* and set of *Top Issues* to address the defense responsibilities of our nation.

Planned National Activities: Accomplish the policy development process for 2004. This included the planning, promoting and sponsoring council meetings and Force Capabilities Committee meetings, seeking input from AFA leaders at all levels and obtaining input from notable authorities on aerospace power.

Measures – Approved Statement of Policy and Top Issues.

Targets: Completed by September 2004

Goal: AFA National – Determine what capabilities are required to establish AFA as the clearinghouse for requests and queries pertaining to the aerospace needs of the nation.

Planned National Activities: Research, draft and complete point paper on feasibility of establishing research department to serve colleges, universities, the general public, the media, think tanks and corporations with requested aerospace materials, studies, speeches and data.

Measures – Completion of review.

Targets: December 2004

2. Enhance AFA's ability to successfully pursue its legislative agenda through national, state, and local initiatives.

Goal: AFA National – Develop at least one Advocacy Paper per year on a key aerospace power issue and disseminate the paper to a wide cross-section of editorial boards, Congress, and other forums.

Measures – 1. Number of advocacy papers published.
2. Extent of dissemination

Goal: AFA National – Conduct at least two Congressional Education Sessions and two Air Force Caucus events per year in addition to the Congressional Breakfast Program.

Planned National Activities:

1. In conjunction with the Air Force Office of Legislative Liaison, conduct two major Congressional Education Programs on major personnel, force modernization, research & development and national security issues.
2. Conduct two Air Force Caucus programs for Congressional members and senior professional staff to provide them with an opportunity to be briefed and exchange ideas with senior Air Force leaders.
3. Congressional Breakfast Program held in conjunction with AFA National Convention through assistance to state coordinators with Congressional contact information, invitations, room reservations, catering, transportation, and issue cards.

- Measures – 1. Number of sessions conducted.
2. Attendance by members and staffers at each session

Goal: AFA State Organizations – make personal contact with every member of the congressional delegation each year (can include staff-level in Washington and the home district), build a personal relationship with the members/staff, and secure acceptance of a membership in AFA for the congressional member.

Planned National Support: Administer the congressional membership program and encourage online advocacy via www.afa.org using *Contact Congress* tool. Provide updated Congressional and legislative information through AFA website and through monthly box in AIR FORCE Magazine, “AFA in Action.”

3. Involve congressional district staff personnel in chapter programs and activities.

Goal: AFA Chapters – have a member of congress or staff member attend a chapter activity (program, meeting, or other event) at least once during the year.

Planned National Support: Distribute Congressional Directories to every state and chapter organization. Provide access to congress through "Contact Congress" on the World Wide Web.

4. Continue to develop relationships with aerospace industry leaders across the country.

Goal: AFA National – Develop a contact list of senior industry officials of the key aerospace industry corporations.

Planned National Activities:

Measures – Development of contact list.

Targets: Complete list no later than January 31, 2004.

Goal: AFA National - Conduct meetings between the Chairman of the Board, National President, and/or the Executive Director and industry leaders on at least a quarterly basis throughout the year.

Planned National Activities:

Measures – Number of Meetings

Targets: 2004 = 10

Theme 3 – Support the United States Air Force and the Air Force Family

1. Conduct programs to recognize and/or support Air Force active duty, guard, reserve, and Air Force civilian personnel at the national, state, and local levels.

Goal: AFA National - conduct five programs each year

Planned National Activities:

- 1) Spaatz Award at Air University**
- 2) Team of the Year**
- 3) Outstanding Airman Dinner/Reception**
- 4) National Aerospace Awards Program**
- 5) Senior NCO Academy Award Program**
- 6) Thomas D. White Award - LA Space Celebration**
- 7) AEF Spouse Scholarship Program**

Measures – Number of national programs conducted.

Goal: AFA Chapters – those near an active duty, guard, reserve unit, or a civilian institution supporting the USAF, conduct a minimum of one program per year

- Planned National Support:
- 1) AEF Pitsenbarger Award Program**
 - 2) AEF Chapter Matching Grants**

Goal: AFA National – Determine the feasibility of initiating a professional development program to support Air Force members and develop a concept paper to outline such a program.

Planned National Activities: Develop concept paper for presentation to National Officers.

Measures – Completion of feasibility study.

Targets: Complete by July 2004

2. Conduct programs to recognize and/or support veterans and retirees at the national, state, and local levels.

Goal: AFA National - conduct three programs each year.

Planned National Activities:

- 1) Life Insurance and Medical Insurance Programs**
- 2) AFA/AEF National Report in AIR FORCE Magazine**
- 3) VA Award – National Conference**
- 4) Veteran Orientation Workshop – National Conference**
- 5) Disseminate veterans/retiree information/materials online**
- 6) Establish links to VA Administration web pages and distribute annual Veterans Day speech via www.AFA.org**

Measures – Number of national programs.

Target: Three programs

3. Conduct programs to recognize and/or support U.S. Air Force Academy, AFROTC, AFJROTC, and CAP cadets at the national, state, and local levels.

Goal: AFA National – conduct three programs each year.

Planned National Activities:

- 1) **Co-sponsor AAS/Silver Wing Support**
- 2) **USAFSA Outstanding Squadron Dinner/Recognition**
- 3) **AFJROTC - Teacher/Instructor Grants**
- 4) **AFJROTC - Video Contest**
- 5) **CAP Instructor Grants**
- 6) **CAP/JROTC Award Ribbons**

Measures – Number of national programs.

4. Develop strong relationships with Air Force senior leaders at both the national and local levels.

Goal: AFA National – Provide a quarterly update to Air Force Four-Stars about AFA programs and initiatives.

Planned National Activities: Prepare update quarterly.

Measures – Completion and distribution of quarterly updates.

Goal: AFA National – Make personal contact with senior Air Force leaders at least quarterly.

Planned National Activities: Arrange meetings at least quarterly.

Measures – Completion of quarterly contact.

Theme 4 – Strengthen AFA Field Operations

1. Develop leaders at the Region, State, and Chapter levels that have the knowledge, skills, and enthusiasm to implement the mission and vision of AFA.

Goal: AFA State Organizations - each state appoint a VP for Leadership Development (VP/LD).

Planned National Support:

Provide regions with rosters of VP/LD at the state level according to the officer rosters submitted to National.

Goal: AFA State Organizations – VP/LD contact each chapter at least quarterly to mentor chapter leaders and provide assistance.

Planned National Support:

Provide regions with roster of VP/LD at the state level according to the officer rosters submitted to National.

2. Enhance state and chapter participation in the AFA Awards program.

Goal: AFA Regions – each region submit its full complement of Exceptional Service Award (ESA) and Medal of Merit (MOM) allocations each year.

Planned National Support:

1. Provide appropriate training in Region and State Presidents Meeting.
2. Publicize calendar for Awards Committee meeting and deadlines on the AFA website, in *Newsline* and in reminders to RP/SP via e-mail.

Goal: AFA Regions – each region submit at least one nomination for the Presidential Citation (PC) or Member of the Year (MOY) award each year;

Planned National Support:

1. Provide appropriate training in Region and State Presidents Meeting.
2. Publicize calendar for Awards Committee meeting and deadlines on the AFA website, in *Newsline* and in reminders to RP/SP via e-mail.

Goal: AFA Regions – each region submit at least two chapter-level award nominations each year.

Planned National Support:

1. Provide appropriate training in Region and State Presidents Meeting.
2. Publicize calendar for Awards Committee meeting and deadlines on the AFA website, in *Newsline* and in reminders to RP/SP via e-mail.

3. Increase the number of AFA chapters achieving “success”, i.e., 100 % of their support payments.

Goal: AFA Chapters

1. Submit officer rosters by October 31st of each year.
2. Submit annual operations plan and financial plan NLT Dec 31st of each year.
3. Conduct a chapter program each quarter.
4. Produce and distribute at least three quarterly newsletters.
5. Submit activity and financial reports NLT 45 days after the end of each quarter.
6. Recruit new members totaling at least 4 % of chapter strength.

Planned National Support:

1. Conduct appropriate training at the annual Region and State Presidents Meeting and support other training in the Field as requested.
2. Provide administrative support and reports to the Field in support of the Chapter Incentive Program as enumerated in the Goal.
3. Prepare and maintain appropriate supporting materials in electronic and/or printed form.

4. Develop an implementation plan to alter the AFA field organizational structure to achieve higher performance.

Goal: AFA National

1. Identify methods by which AFA chapters located near a significant Air Force presence can be strengthened.
2. Identify what is necessary to change chapter affiliation to individual member choice.
3. Identify what is necessary to base chapter support payments on performance to plan accomplishment

Planned National Activity:
Prepare and present a plan.

Measure: Achievement of milestone.

Target: Complete by July 2004

Theme 5 – Achieve AFA Operational Excellence

1. Maintain effective management of the Association's financial resources.

Goal: AFA National – Draft, obtain approval, and execute a balanced budget

Planned National Activity: As defined in the Operations and Procedures Manual develop an annual budget for review and approval by the Finance and Executive Committees

Measure: Variance to budget.

Goal: AFA National – Reduce outstanding loan by \$10,000 per month.

Planned National Activity: Make Payments on a monthly basis.

Measure: Reduced loan by \$120,000 during 2004.

Goal: AFA National – Integrate Great Plains accounting systems with the IMIS data base.

Planned National Activity: Establish an integration plan and execute the plan.

Measure: Membership accounts receivable is fully integrated with iMIS.

Target: September 30, 2004

2. Eliminate the membership decline and grow membership levels.

Goal: AFA National – Execute the approved membership acquisition and retention plan and seek enhancements.

Planned National Activity: Accomplish the plan.

Measure: Membership retention.

Targets: 2004 = 87.0 %

Measure: Acquisition (recruitment).

Targets: 2004 = 16,000 new members

Goal: AFA National – Identify potential organizations that may be candidates for merger or acquisition.

Planned National Activity: Establish a concept and the accomplish the review.

Measure: Completion of review.

Target: July 31, 2004

3. Enhance the diversity of the Association's leaders to more closely represent the demographics of the USAF.

Goal: AFA National – Accomplish diversity survey of AFA chapter, state and regional leadership.

Planned National Activity: Accomplish the survey.

Measure: Survey completed.

Target: April 2004

Goal: AFA National – Evaluate the diversity of AFA as compared to all military veterans.

Planned National Activity: Accomplish the report.

Measure: Evaluation report completed.

Target: July 2004

Goal: AFA National – Evaluate the diversity of AFA as compared to the US Air Force.

Planned National Activity: Accomplish the report.

Measure: Evaluation report completed.

Target: July 2004

Goal: AFA National – Establish a diversity policy for the national organization.

Planned National Activity: Prepare and present a proposed policy.

Measure: Evaluation report completed.

Target: July 2004

4. Seek new opportunities to use information technology to enhance AFA operations.

Goal: AFA National – Complete the implementation of the IMIS system.

Planned National Activity: Define and follow the implementation plan.

Measure: System implemented.

Target: December 2004

Goal: AFA National – Evaluate opportunities to enhance AFA field operations with information technology.

Planned National Activity: Accomplish the analysis and seek input from state and region presidents.

Measure: Evaluation report completed.

Target: April 2004

Goal: AFA National – Develop a plan to expand E-Commerce operations.

Planned National Activity: Accomplish the analysis and present a plan to implement E-Commerce.

Measure: Development of plan.

Target: April 2004