

Iowa National Guard Officers Association



2020 Strategic Plan

INGOA 2020 Strategic Plan

1 September 2017

This strategic plan is intended to foster a foundation for the success of the Iowa National Guard Officers Association through 2020. As the INGOA leadership changes, this Strategic Plan will provide the continuity for decision making of the Board of Directors. It will still permit the INGOA president the flexibility to accomplish short term goals. The Mission and Vision together provide the energy and direction for INGOA. We are driven by the Mission and drawn forward by the Vision. To understand where you are going you must first understand where you are. An analysis of our strengths and weaknesses, as well as opportunities and threats, will help set the baseline for all else to be measured. Understanding core competencies of INGOA is the key to ensuring that our strategic plan focuses on the right areas and ensures we are meeting the expectations of our members and key stakeholders. Finally, measurable and concrete Goals, Objectives, metrics, and Strategies will ensure the 2020 Plan is an effective measure of success for years to come. This plan does not intend to replace the INGOA by-laws; instead it will complement them by establishing strategic focus.

I. Mission Statement

The mission of INGOA is to be the lead professional organization for the Iowa National Guard; enhancing all aspects of unit readiness through legislation, professional development and lasting partnerships with our stakeholders and collaborative members.

II. Vision Statement

The vision of INGOA is an Iowa National Guard that is mission ready and future relevant. To realize this vision fully, we must continue to grow our membership as one part of a balanced approach that includes also professional development and legislative effectiveness.

III. Strengths and Opportunities

INGOA has peaked in membership at 78%. In order to obtain the optimal level of 100% membership, the INGOA Executive Board together with the Area Presidents must utilize synchronized and tailored membership messaging and growth strategies. It is a shared venture that will not work without equal work input either level.

Our greatest opportunities lie in the ability to expand our service and outreach to our members and stakeholders. INGOA has a positive connotation amongst the potential members and Iowa National Guard leadership, but there is room to expand our presence and relevancy to the Iowa National Guard. Building a culture that is openly supportive of the Association's efforts, will benefit both the Iowa National Guard and INGOA.

IV. Core Competencies

1. Legislative Involvement (LOE 1-1)

At its most core function INGOA is an entity that seeks to influence legislation and policies to increase the readiness of the National Guard and enhance the well-being of the members. As members of the military, there are restrictions on seeking changes to legislation outside the established legislative process. However, this process often lacks proper consideration on the impacts on National Guard. INGOA provides that avenue to establish priorities from grass roots efforts and take them with a united voice to our policy makers at the state and national level.

Legislative Involvement – Strengths and Opportunities

Strengths

- Existing relationships with federal staffers
- Collaboration with NGAUS, EANGUS, and EANGI
- Established and effective battle rhythm

Opportunities

- Executive Director could provide a resource to be able to quickly react to state level issues and attend meetings/hearings at short notice to affect state level legislation.
- Executive Director could provide continuity with staffers and elected officials
- Enhancing collaboration with the Warrant Officer Association and with other professional organizations such as AUSA and MOAA.

Directives

- Executive Director, with INGOA Board members, should expand its cooperate memberships
- The Executive Director together with the INGOA Executive Board, but especially the 1VP must work together to maintain and expand our legislative sphere of influence.

Objectives:

- 1.1.1: Create & maintain relationships with federal staffers
- 1.1.2: Increase collaboration with NGAUS, EANGUS, and EANGI

- 1.1.3:Communicate to members legislative issues via Social media and other methods
- 1.1.3:Communicate to members legislative issues via Social media and other methods

2. Professional Development (LOE 1-2)

Professionals join professional organizations. INGOA is the National Guard Officers professional organization. There is a primary focus on the development of company grade officers. This is currently being done by providing an avenue of communication with peers from different organizations. Through constant networking and member development we will build the foundation of professional officers within the Iowa National Guard and strengthen our future leaders.

Professional Development – Strengths and Opportunities

Strengths

- Senior officers in the organization are vested in developing our leaders

Opportunities

- Seek business professionals who are interested in providing quality instruction to military leaders
- Expand frequency and location of professional development events
- Solidify the battle rhythm of professional development events
- Increased collaboration with the INGOA Foundation and the WOA
- Expand Social Media outreach to current membership and potential members

Directives

- Seek out opportunities within units for professional development at grass roots level during normal gatherings of Iowa Guardsmen

Objectives:

- 2.2.1: Senior Officers vested in developing junior officers
- 2.2.2: Build on the foundation of good networking and continue to expand it.
- 2.2.3: Continue and expand locations and frequency of professional development

V. Goals, Objectives & Strategies

There are five overarching goals that will focus the strategic vision into the future and ensure that the mission of INGOA is carried out.

Goal 1: Relevant to the Organization (LOE 2-1)

INGOA is the professional organization focused solely on achieving what's in the best interest of Iowa National Guard units and members. In order to further establish its relevancy to the Iowa National Guard, INGOA must look for ways to be the go-to professional organization for professional development and legislative initiatives.

Objective 2.1.1: Expand current professional development program.

Strategy 1: Increase professional development events in all locations with major concentration of officers. Including events in the East & West

Strategy 2: Increase collaboration with INGOA Foundation on professional development opportunities.

Objective 2.1.2: Expand personal and financial sponsorship at INGOA events.

Strategy 1: Increase senior officer financial support to professional development or INGOA sponsored events.

Strategy 2: Establish a premier personal sponsorship program, where individual senior officers are paired up with junior officers.

Objective 2.1.3: Increase support to Iowa National Guard events.

Strategy 1: Increase sponsorship or participation to Iowa Guard events by one each year, while staying within budgetary restraints. This is in addition to the annual REC Dinner support.

Targeted events include: Alumni day, MSC officer engagements, REC Dinner, etc.

Strategy 2: Establish outreach efforts to units and organizations to ensure that events outside the Des Moines area are supported.

Objective 2.1.4: Expand outreach to newly commissioned officers.

Strategy 1: Increase presence at OCS and ROTC events. Examples include commissioning and dine outs.

Strategy 2: Establish INGOA 101 for newly commissioned officers to ensure each officer and warrant officer that receives their commission in the Iowa National Guard receives this detailed information about the Association.

Objective 2.1.5 : Grow the alumni membership in the INGOA.

Strategy 1: Grow the INGOA ranks by a concerted effort in retiree memberships

Strategy 2: Reach out to the retirees via mailers, social media, and attendance to events.

Goal 2: Responsive to Members (LOE 2-2)

Members of associations expect a return on their investment of membership; this goal will ensure that members get a return in their membership investment.

Objective 2.2.1: Increase communications with members.

Strategy 1: Provide regular updates to members on legislative priorities, accomplishments, and program updates. The newsletter has been a good tool, but needs to be more widely disseminated.

Strategy 2: Create features on the website to increase feedback from members on potential legislative initiatives and general input.

Strategy 3: Develop an APP for android and iOS devices. This app will have a news feed, allow for payment of membership fees, allow for INGOA and NGAUS conference registration and more.

Strategy 4: Increase social media presence by providing a consistent model of posting information. (Facebook, LinkedIn, etc)

Objective 2.2.2: Increase education of INGOA mission to members.

Strategy 1: Train area presidents within a month of being selected and develop presentation and handouts for Area Presidents to brief units.

Strategy 2: Develop an annual report to our membership; this report will be presented during the annual conference.

Strategy 3: Educate members via the INGOA 101 PowerPoint, leverage the INGOA website to educate. Use of the INGOA cartoon for showing potential and current members.

Objective 2.23. Create a new board member position. The title will be called Strategic Communications.

Strategy 1: Board member will develop plans & methods to communicate message to membership

Goal 3: Sustainable for the Future (LOE 2-3)

INGOA is the voice for Airmen and Soldiers on Capitol Hill and the state legislature. We are the tip of the spear for pursuing initiatives, which will ensure that the National Guard continues to have the necessary resources to maintain readiness levels in all areas. INGOA is only as strong as its membership. Membership comes in two forms; officers/warrants and corporate members. These groups provide financial stability to our organization so that we can accomplish our vision and mission. Coupled with these groups is the need to wisely invest the financial assets of the organization.

Objective 2.3.1: Increase corporate membership.

Strategy 1: Executive Director will serve as the catalyst for expanding corporate membership.

Strategy 2: Increase corporate membership no less than 15% each year and increase military membership no less than 15% each year with a goal of 100% paid membership.

Strategy 3: Occupy a brick & mortar office on Camp Dodge. The association will rent office space. This will give us professional credibility, a place to meet, and provide the Executive Director office area to meet with corporate members, etc.

Objective 2.3.2: Increase military membership.

Strategy 1: Executive Director will serve as the catalyst for expanding association membership.

Strategy 2: Update membership handbook for area presidents and provide yearly training to area presidents for cohesiveness within the organization.

Strategy 3: Conduct an annual survey to determine reasons for lack of participation.

Strategy 4: Conduct a yearly review on automated payment methods for members and marketing payment options.

Objective 2.3.3: Develop a long term financial strategy to ensure the financial health of the organization.

Strategy 1: Publish and implement a plan that provides purpose, authorization, goal, investment guidelines, and performance measurements for INGOA to meet future financial need.

Strategy 2: Develop a succession plan for Insurance Trust agent.

Strategy 3: Convert the associations trust from non for profit to profit. Transition tax status to a 501/C-19. This will permit corporate members donations to be tax deductible for them.

Strategy 4: Develop an investment strategy for the future. Board members interested in being on a subcommittee will look at ways to invest INGOA funds IOT grow the capital. They will bring to vote their recommendations.

Objective 2.3.3: Improve continuity of operations for Board of Directors.

Strategy 1: Publish and maintain a strategic plan.

Strategy 2: Publish continuity books for each position and committee.

Strategy 3: Develop an on-line resource for board members to collaborate and share information from year to year.

Strategy 4: Develop a yearly calendar of events and tasks to be accomplished.

Strategy 5: Create a troops to task matrix. This will assign person to tasks or projects. This will create responsibility and accountability through follow up.

VII. Time Lines for objectives

Calendar year 17: Hire a part time Executive Director, Secure an office for the INGOA on Camp Dodge, Publish the strategic plan, appoint a board member as the communications director, host two professional development events. Post on the INGOA Website more Legislative events & issues.

Calendar year 18: Convert the association to a Non-For Profit 501-C19 (1st QTR), host three professional development events, initiate member survey for feedback, create area president hand book for hand over annually, Develop APP for members. Develop an annual report for members (1st time) and continue it.

Calendar year 19: Host three professional development events, Develop Calendar of events for members and place on line. Update the INGOA Web Site.

Calendar year 20: Host four professional development events, Consider making the Executive Director Full time based on performance of increased corporate and Soldier/Airmen membership.

VIII. End state

This strategic plan is a document to ensure that the Board of Directors has a focus and direction to enhance operations and success of the organization. All efforts must be relevant and stay focused on engaging in issues affecting its members. This plan needs to be review annually after the Recognition Dinner and revised in 2020. This will ensure it stays relevant and continues to push the membership and Board of Directors in a direction to achieve great accomplishments and maintain the highest possible service to the members and stakeholders. The INGOA must achieve 100% membership. Ultimately, the driving force is our vision- *an Iowa National Guard that is mission ready and future relevant.*