



STRATEGIC PLAN

2017 TO 2021

EXECUTIVE SUMMARY



MOAA's five-year strategic plan is at an exciting and expansive stage and lays the foundation for the long-term improvement of the association. The plan is intended to be adaptive, flexible, and sustainable in order to address MOAA's needs now and into the future. To develop this plan, our effort was organized around four questions:

- Who are we as an organization?
- Where do we want to go?
- How can we get there?
- How will we tell if we have?

The answers to these four questions define the path toward the objective of this plan: to advance MOAA as the leading association advocating on behalf of the uniformed services community. We solicited input from a broad range of interested parties — including board members, staff, and external stakeholders — collected data, and reviewed performance.

Based on this process, we developed a disciplined, long-term approach to defining the scope and impact of our work. The plan provides a clear blueprint of MOAA's business model and the environment in which we work and describes six shared goals of the board of directors and the staff and a strategic roadmap to achieve each goal. Ultimately, our success will be measured by the organization's commitment to embrace the plan and its ability to develop the supporting operational plans required to accomplish these goals. Additionally, the plan must be a living document that establishes priorities and informs the daily work of the entire MOAA headquarters staff. The plan must link to individual performance systems and be incorporated into the day-to-day business of the association. Finally, the board should use the plan as a guiding document in assessing the health of the association and the performance of the senior staff. Accountability for attaining MOAA's six goals rests with the senior headquarters staff and with the relevant committees of the board of directors.

VISION, MISSION, AND VALUES



MOAA is a nonprofit, nonpartisan association of officers from the seven uniformed services: Army, Marine Corps, Navy, Air Force, and Coast Guard and the commissioned corps of the Public Health Service and National Oceanographic and Atmospheric Administration. We are active duty, retired, former, and National Guard and Reserve officers supporting all ranks and branches who serve or have served, as well as their spouses, family members, and surviving spouses.

Vision: To be the leading association advocating on behalf of the uniformed services community.

Mission: Never stop serving and advocating on behalf of America's uniformed services.

Values: Expressed by our commitment to “Never Stop Serving” and articulated through three tenets: service, leadership, and professionalism.

- **Service** – Develop and maintain an engaged nationwide community of support for all Americans who serve or have served and their families.
- **Leadership** – Exemplify leadership to our nation and encourage it to honor its commitments to those who serve or have served and their families. Advocate wisely and collaborate with diverse veteran and military organizations to protect the welfare and future of our men and women in uniform. Support collaborative solutions to preserve a strong national defense.
- **Professionalism** – Sustain and develop the ideals of “officership” in the execution of our mission of advocacy for our uniformed services, and connect our nation with the very people who have sworn an oath to defend it.

CURRENT ACTIVITIES AND BUSINESS MODEL

MOAA's strong membership base actively supports the organization's comprehensive advocacy efforts for all military personnel through annual and life membership dues. These dues finance approximately 40 percent of the cost of operations to support our comprehensive advocacy efforts. Dues also contribute to the remainder of MOAA's critical programs, which rely principally on investment income (30 percent of MOAA's revenues) and non-dues income (another 30 percent, essentially from royalty agreements and advertising). MOAA's royalty and advertising revenues depend on maintaining a membership base large enough to attract corporate marketing. MOAA's membership base also contributes to our clout and influence on Capitol Hill as we work to advance our advocacy agenda.

Three subsidiary organizations offer additional support to the uniformed services community. The MOAA Scholarship Fund is a 501(c)(3) program providing interest-free loans and grants to children of servicemembers, as articulated in MOAA's bylaws. The MOAA Foundation stand-alone financially and directly support MOAA operations. The MOAA Foundation, a 501(c)(3), funds charitable operations directly aligned with our mission to "Never Stop Serving."

Providing member value is the association's main focus, with an objective to strengthen membership. We seek to achieve this objective in these ways:

- MOAA co-leads a coalition of 32 military and veterans' organizations (www.themilitarycoalition.org). Our leadership role in the coalition, and our record of legislative successes

on Capitol Hill, are unmatched. We were at the forefront of efforts to secure lifetime health care with TRICARE For Life and passage of the Post-9/11 GI Bill. We led the repeal of "COLA minus 1 percent" legislation and consistently protected housing allowances from significant reductions.

- Our 11 registered lobbyists engage Congress on a myriad of issues in the fields of pay and benefits as well as health care. They also engage the White House, DoD, and the VA.
- A network of nearly 400 affiliates — councils and chapters — offer members the opportunity to connect with other military officers, generate grassroots support for our legislative agenda, support membership growth at the local and national levels, and provide MOAA "ambassadors" in communities across the country.
- Our Transition Center professionals prepare servicemembers and their spouses for civilian employment, advising them on career-development strategies and financial management best practices.
- We offer best-in-class insurance and a range of financial and other products at advantageous rates.
- We maintain a library of easy-to-understand resources reviewing financial matters and benefit programs pertinent to the military community.
- *Military Officer* magazine and our online media, email newsletters, and social media channels inform and engage members and prospects.
- Our Member Service Center engages with current and prospective members regarding member services and advocacy issues.



THE ENVIRONMENT

ENGAGEMENT: VALUE AND INNOVATION CONCEPT

IDEATION ✓

STAKEHOLDER
SUPPORT ✓

PLANNING &
DEVELOPMENT

IMPLEMENTATION



MOAA addresses challenges specific to the uniformed services as well as other military organizations in general. Generations of World War II, Korea, and Vietnam veterans supported TROA, and then MOAA, for decades, and we remain grateful for their support.

Future members will be drawn from a much smaller pool of eligible officers, who view member value differently than their predecessors. These future members also have a very different service experience from their predecessors because of the intense operational tempo characteristic of military service in the 21st century.

Their motives for becoming engaged in the work of organizations like MOAA are also different from those of older generations: the latter often want to enjoy the camaraderie of being with their peers; younger officers are more likely to become involved for the purpose of making a particular social impact (“giving back”).

It is also more difficult for organizations like MOAA to access military officers than it was before 2001 because of changes in laws regarding privacy.

MOAA must adapt to meet future members’ needs in a world more technologically advanced and far more socially connected. The key to future success will be our ability to leverage innovation and technology to make our suite of services scalable and globally accessible for an increasingly mobile audience.

Moreover, MOAA will have to demonstrate this ability in a highly competitive marketplace: There are nearly 25,000 military family support organizations and a large number of emerging and transitory groups positioning themselves to cater to the needs of the newest generation of military officers.

With the nation’s Overseas Contingency Operations ongoing and a large number of organizations soliciting contributions on behalf of servicemembers, veterans, and military families, there is potential for “donor fatigue.”

The legislative environment offers a high degree of uncertainty and additional challenges:

- Budget constraints and uncertainty have led DoD to advocate trading people programs — end strength, pay, health care, and more — to fund training, readiness, and weapons modernization
- Sequestration, as long as it is in effect, will continue to impose major additional cuts in both the defense and non-defense budgets.
- Congress can be expected to continue targeting personnel costs by cutting troop strength, capping pay raises, raising TRICARE fees, and cutting retirement benefits for those who enter service in 2018 or later.

GOALS AND STRATEGIES



MOAA's strategic plan sets goals for the organization within six major areas: Advocacy, Membership, Engagement, Councils and Chapters, Finances, and Organizational Capacity. It also identifies specific strategies for staff and board members

to achieve each of these goals over the period of the plan. Accountability for attaining MOAA's goals rests with the senior headquarters staff and with the relevant committees of the board of directors.

GOALS AND STRATEGIES: ADVOCACY



MOAA's overall **ADVOCACY** goal is to ensure government enacts and maintains policies to sustain a career force of the size and quality needed to maintain a strong national defense. During the period of this plan, although our focus will depend in part on the political climate and the legislative priorities of Congress, our main policy goals are:

- Ensure Regular Military Compensation is not eroded by measures aimed at lowering costs or putting the burden of some costs on the servicemember and their families.
- Ensure military pay growth is maintained consistent with the private sector (employment cost index).
- Repeal the SBP/DIC offset.
- Protect TRICARE and other health care-related programs from disproportional fee increases.
- Ensure timely access to service-earned VA benefits; oppose efforts to use veterans' disability compensation, health care or other benefits to pay for VA improvements resulting in diminished or restricted access to earned benefits or services for the veteran and their families.
- Strengthen DoD-VA collaboration.
- Strengthen services to support wounded warriors, an expanding population of servicewomen and women veterans, and the caregivers who provide essential support.
- Ensure progress continues in the Defense Health Agency's new role as the leader of all military treatment facilities.
- Protect the commissary benefit.
- Modernize the GI Bill without compromising its effect on recruiting and retention.
- Increase incentives for businesses to hire veterans and spouses, such as the Work Opportunity Tax Credit for employers.

OUR STRATEGIES INCLUDE:

- Execute our leadership role in The Military Coalition regarding survivor and compensation-related issues as well as health

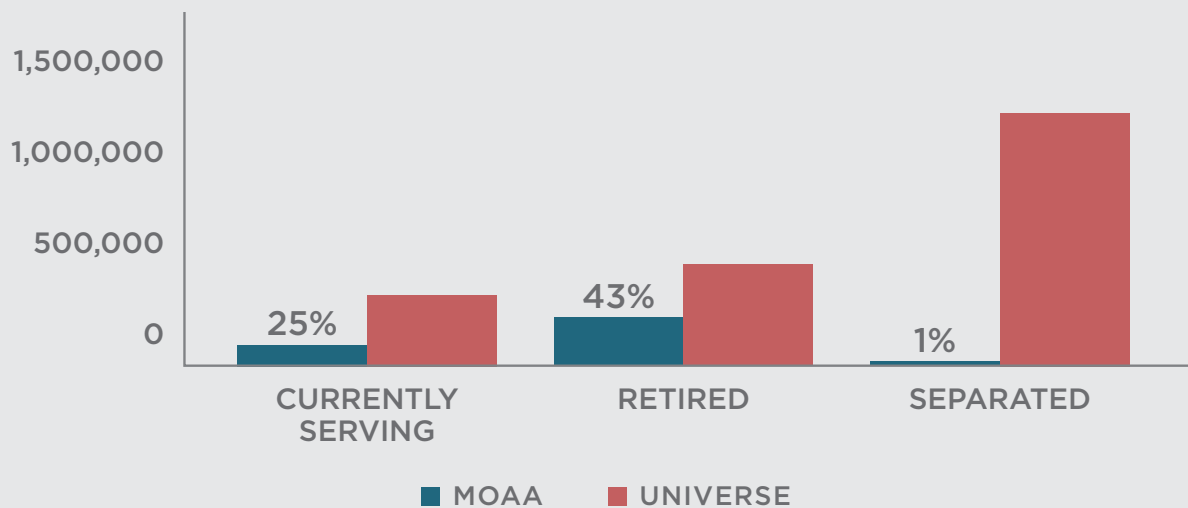
care for currently serving, retirees, veterans and their families; continue to cochair the coalition and maintain a presence on each of its 11 committees.

- Ensure every legislator is aware of MOAA's priorities and the data we use to underpin our positions and legislative recommendations. Record distribution of MOAA's annual legislative priorities and track engagements during Storming the Hill as well as follow-on visits by MOAA staff.
- Continue to build relationships between MOAA leadership and key legislators and leading members of the executive branch, including the secretaries of DoD and the VA.
- Ensure MOAA maintains and enhances its reputation for legislative engagement based on reasoned and analytical research.
- Emphasize increased and targeted engagement on Capitol Hill and with DoD and the VA.
- Through modernization of processes and cross-department collaboration, increase member and non-member participation in advocacy activities to include tracking data for enhancing engagement.
- Develop an advocacy narrative for internal and external consumption, with emphasis on valuation in terms of financial impact to servicemembers, retirees, veterans, and their families.



GOALS AND STRATEGIES: MEMBERSHIP

UNIVERSE OF MILITARY OFFICERS PERCENTAGE OF MILITARY OFFICERS WHO BELONG TO MOAA



**Based on data from the DOD and VA for FY 2015.*

Our overall MEMBERSHIP goal is to sustain MOAA paid membership at current levels, while laying the foundation for growth in the long term. To achieve this goal, we will maintain an intense focus on delivering relevant value propositions to our members in ways that enhance their identification and engagement with MOAA. During the period of this plan, our specific priorities will be to:

- Maintain paid membership levels, which will require modest annual increases in renewal rates (0.5 percent) and conversion rates (1 percent) over the term of this plan.
- Increase brand awareness within the universe of eligible members and their families.
- Grow MOAA membership into a highly diverse and inclusive organization representative of today's military.
- Enable officers to find and use MOAA services and products that best meet their individual needs at any given time and to

demonstrate the relevance and value of membership.

- Yield greater member lifetime value and higher conversion rates, especially of BASIC members to annual dues-paying members.

OUR STRATEGIES INCLUDE:

- Identify opportunities to benchmark diversity within the organization and better understand the unique needs, if any, of each cohort.
- Introduce robust and expanded content creation and marketing strategies with the implementation of a marketing automation platform.
- Continue to review and adapt our overall dues strategy to align with a rapidly changing market..
- Align efforts related to membership, councils and chapters, and member services with the aim of increasing engagement, relevance, and membership.

GOALS AND STRATEGIES: ENGAGEMENT



Our overall ENGAGEMENT goal is to deliver outstanding member support and to increase retention of MOAA members.

MOAA's specific priorities over the period of the plan are to:

- Increase the number of members who make effective use of our career transition and financial and benefits education services by 5 percent annually.
- Strengthen member engagement with MOAA's content across all association communication channels.
- Grow the levels of member participation in MOAA's affinity programs, with specific emphasis on MOAA Insurance.
- Within a five-year period, strive to fully fund all MOAA national military family programs.
- Provide meaningful financial support to MOAA council/chapter local military family programs through the Community Outreach Grant Program and establish it as a hallmark MOAA-branded community outreach program providing urgently needed services to military and veteran families in communities across America.
- Continually seek ways to increase the number of students receiving loans or grants while sustaining the MOAA Scholarship Fund.

- Maintain a robust planned-giving program to sustain the MOAA Scholarship Fund at current or higher levels.

OUR STRATEGIES INCLUDE:

- Create and continue to innovate an expanded suite of MOAA products and services to include best-in-class, relevant offerings for members, prospective members and their families. This includes forays into video and audio products primarily to identify prospects.
- Offer career development support and family-focused advocacy to enhance brand awareness and increase family engagement to attract and retain members.
- Track member engagement regularly, using key performance indicators and surveys, increasing activities by at least 5% annually.
- Keep improving *Military Officer* magazine following its 2018 redesign to broaden publication's appeal and to sustain revenue.
- Redesign the www.moaa.org website to improve the user experience in 3rd Quarter of 2019 and to aid in revenue generation through expanded digital advertising.
- Continue to provide a robust content experience through *The MOAA Newsletter*, revamped in 2018, and on all digital platforms.
- Keep advancing and expanding social media efforts for brand awareness and engagement.
- Increase annual, individual giving each year to the MOAA Foundation as the basis for developing a planned giving program while sustaining corporate and foundation giving.
- Create content for the Communications department to use in print and digital formats to support awareness of the MOAA Scholarship Fund, including the military families supported, the variety of programs offered, and the various ways to donate.



GOALS AND STRATEGIES: CHAPTERS



Our overall COUNCIL AND CHAPTER goal is to grow and strengthen a vigorous nationwide network of active and engaged affiliates to influence legislation, serve their local communities in impactful ways, grow membership at the local and national levels, and increase MOAA brand awareness nationwide. MOAA's specific priorities over the period of the plan are to:

- Increase the percentage of members who are active in the chapter system, with an emphasis on younger members to decrease the average age of membership.
- Increase headquarters support to the chapter system in the areas of third-party revenue generation, advocacy, recruiting and retention, communications, administrative and technology assistance, and leadership development.
- Share information across the network on best-in-class chapter practices, with an emphasis on advocacy, membership growth, and impactful community service.
- Increase the number of chapters actively engaged in national and state legislative advocacy with the goal of maintaining legislative influence in every state.
- Increase the number of virtual chapters to offer affiliation opportunities based on shared interests and not limited by geography.

OUR STRATEGIES INCLUDE:

- Building on the recommendations of the 2017 external chapter system audit team, implement those recommendations deemed appropriate and executable in consultation with the Council and Chapter Affairs Committee.
- Within available financial resources, conduct an annual leadership visit with every state council and conduct a leadership or board member visit with every chapter at a minimum of every three to four years, with the aspirational goal being every two years.
- In order to attain the frequency of chapter and council visits described above, rely on senior staff and board members as extensively as possible.
- Execute four chapter leadership seminars in varying regions of the country on an annual basis to include specialized training tracks for volunteer leaders, including technology training.
- Increase the frequency and relevance of headquarters communications to the council and chapter network.
- Engender growth in the virtual chapter network by identifying prospective virtual chapter leaders and providing them with appropriate resources to conceptualize and launch five virtual chapters over the period of this plan.



GOALS AND STRATEGIES: FINANCES



Our overall FINANCIAL goal is to generate income and manage expenses to increase our investment portfolio to \$150 million. Our specific goals are to:

- Focus on reducing our dependence on investment income to balance our operating budget.
- Provide oversight of our investment portfolio advisors and timely updates to MOAA's Investment Committee.
- Explore creating new strategic alliances — win-win partnerships with other organizations — enabling us to realize increased revenue, decreased expenses, or both through collaboration.
- Strategically control expenditures.

OUR STRATEGIES INCLUDE:

- Work with all business units to identify non-dues revenue opportunities not otherwise included in this plan, including digital advertising income and e-commerce.
- Evaluate reduction of future expenditures in a strategic manner to meet operational needs and board-approved budgeted portfolio investment return targets.
- Upgrade our financial management systems and accounting procedures, including our internal controls, to streamline and manage our resources more efficiently.

GOALS AND STRATEGIES: ORGANIZATIONAL CAPACITY



We will transform MOAA'S ORGANIZATIONAL CAPACITY AND INNOVATION – how our people work together, our processes and systems, and our working environment. Our specific priorities are:

- To fully implement collaborative and integrative planning across the organization.
- To hire and retain people with the skill sets MOAA will require for its rapidly changing environment.
- To optimize the value of MOAA's investment in technology by increasing work efficiency across the organization and improving the recruitment and retention of members.
- To use MOAA's headquarters building to enhance collaborative working, optimize space utilization, and improve physical working conditions.

OUR STRATEGIES INCLUDE:

- Focus planning on synergies of teams and inclusive communications.
- Produce measurable strategic, operational, and business plans for each goal area.
- Review and enhance our policies and approaches — especially our employee recognition and performance-appraisal policies — to better enable our employees to be more effective in their

work environment well into the future.

- Significantly increase the extent and effectiveness of collaborative working across the whole staff.
- Continue developing a training and professional development plans and programs for all staff.
- Continuous review of all MOAA's key technology-related work flows and business processes, introduce measurable improvements for efficiency, and, where possible, reduce costs through process improvement recommendations and application of new technology.
- Ensure MOAA association management software provides the most cost-effective and adaptable means of capturing and maintaining our members' data and managing our relationships and communications with members.
- Continue developing and supporting delivery of MOAA's enhanced member value proposition by designing a technology solution to provide a positive member experience allowing members and potential members to consume and interact with MOAA's content in a secure, efficient, and engaging manner.
- Advance building renovation and oversight of contracted expenses to complete project within board approved resources.
- Maintain cybersecurity protocols across the MOAA information technology enterprise.

CONCLUSION



MOAA is committed to staying “on path” with our strategic plan; however, we recognize many variables — including the economy, technology, and world events — may necessitate revisions to this five-year plan. MOAA has gained universal recognition for its advocacy successes, and we remain committed to that goal. As organizations across our nation

are challenged with membership growth and revenue, MOAA finds itself in a unique situation in which our strategic goals can contribute immeasurably to both these areas and provide the foundations that appeal to our newest generation of servicemembers and veterans. We firmly believe this plan complements our over-arching goal: Never Stop Serving.



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