

**NATIONAL GUARD ASSOCIATION
of
WASHINGTON**



STRATEGIC PLAN

2008-2018

As of October 10 2008

National Guard Association of Washington

FORWARD

- This plan identifies the roles and missions of the National Guard Association of Washington (NGAW) and outlines the activities to be undertaken by the Association in the short-term (1-2 Years) and the long term (up to 10 Years).
- NGAW's Long Range Plan is a living document based on goals, which can be adjusted to changing situations.
- This plan describes major activities to keep the Association a strong, viable force maintaining current benefits and providing future benefits for all members.
- To ensure that the Association remains responsive to the needs of the membership, this Long Range Plan must be continuously reviewed, updated, and priorities established. At a minimum, this plan will be reviewed and updated annually by the NGAW Board.

National Guard Association of Washington

ASSUMPTIONS

- This plan is designed using the current operating and organizational structure.
- Membership dues may add significantly to the operating budget.
- The Association insurance program will remain a significant source of income for the near future.
- The Association will remain a 501(c)(4) non-profit organization.

National Guard Association of Washington

ORGANIZATION OVERVIEW

- Long and proud tradition of service to the National Guard.
- Comprised of active and retired National Guard members.
- Governed by an Board of Directors elected by the membership.

National Guard Association of Washington

MISSION

The National Guard Association of Washington is dedicated to protecting the National Guard's role in the support of the Nation and State, and to advocate for the rights and interests of National Guard members and their families.

National Guard Association of Washington

VISION

For the National Guard Association of
Washington to be:

Growing the Association,

Unified in its mission,

Active nationally and locally,

Relevant to all stakeholders, and

Dedicated to serving the Nation, State,
and Members.

National Guard Association of Washington

COMMITTEES

- Committees are established for the following areas: Insurance, Recognition/Awards, Legislative Actions/Resolutions, Membership, Associate Member Support, Conferences, Membership Communications, Benefits Program, Museum, Scholarship Fund, NGAW Support, Revenue, NGAW Information Program/Public Relations, Unit Representatives, Corporate Sponsorship, Professional Development, Nominating, Finance, and By-Laws. Guidelines for the committees have been established. Committees meet at the call of the chairman and reports are rendered quarterly and at the Annual Convention.
- Committee members are encouraged to be proactive. The Executive Board will provide all committees with guidance for the upcoming year. Committees should react to the Executive Board rather than the Executive Board reacting to the committees.
- NGAW will continue to explore ways to increase participation through modern technology and reduce costs.

National Guard Association of Washington

INSURANCE

Current Program: Group level term and whole life insurance is available to all members. In 2008, approximately 1500 NG members participated in the program. The insurance program is underwritten by ING and AFBA Five Star Life. In 2008, the insurance program provided about 43% of the income for the operating budget.

Short Term Goals:

- Encourage participation in the insurance program.
- Research the opportunities to expand coverage.
- Conduct briefings to ensure that all members are aware of the Insurance Program and the requirements within the program.
- Increase participation in the program to 25% of NG members.

Long Term Goals:

- Increase active member participation in the program to 50% of NG members.

Action Plan:

- Conduct briefings at unit locations to increase awareness in the program.
- Attend SRPs and other events that will increase awareness of the program.

Members: Bonny Snyder,

National Guard Association of Washington

RECOGNITION and AWARDS

Current Program: The following awards are given during the year: The Presidents Award, Unit Rep Awards, Membership Awards, and Outstanding Guardsman Awards.

Short Term Goals:

- Continue and enhance the use of the award program.
- Support any NGAUS and EANGUS Award programs within the state.

Long Term Goals:

- Continue to implement and support the awards program.

Action Plan:

- Ensure members and unit representatives are informed on the awards program i.e. type and prerequisites of each through website, mailings.
- Continue to develop competitive programs for increasing membership thereby enhancing the awards program.
- Obtain suggestions for National awards from members by using website link.
- Obtain membership numbers for NGAW office by 1 Jan and submit awards information to the board for approval prior to yearly annual conference.

Members: Martha Wilson,

National Guard Association of Washington

LEGISLATIVE ACTIONS/RESOLUTIONS

Current Program: Formulate and pursue legislative action plan at the state and federal level. Resolutions are developed to support the various actions at both the state and national level.

Short Term Goals:

- Continue to support the Association’s Legislative Action Plan.
- Improve the content and execution of state and national efforts.
- Conduct at least one reception each at the state and national level.
- Continue to develop the “grass roots” effort to promote legislative efforts.
- Improve the use of NGAUS and ENGAUS letter writing web tools.
- Increase means to keep members informed on the status of current legislative actions.

Long Term Goals:

- Continue to increase involvement of members of the NGAW in the legislative program at the state and national level.
- Continue to review lobbying procedures at the state and national level to maximize effectiveness.
- Work with other states to promote programs beneficial to the NGAW and other states.

Action Plan: Development of legislative action plan for 2008/9 State and National Conference.

Members: John Carpenter, Anne Marie Peacock, Brian Bergren, Mike Sheehy, Jesse Ruhl

National Guard Association of Washington

MEMBERSHIP

Current Program: The current active membership in the NGAW is 12% of the assigned strength of Washington National Guard as of 15 February 2008.

Short Term Goals:

- Increase active membership in NGAUS to 35% and EANGUS to 25%.
- Increase membership of Company Grade, Junior Warrant Officers and Enlisted Soldiers and Airmen.
- Include ENGAUS and NGAUS in Membership drives to support the National Programs.

Long Term Goals:

- Increase active membership to 75% in NGAUS and ENAGUS.
- Increase active membership to 90%.

Action Plan:

- Provide means to join NGAW on web site.
- Update Website with current information and links to NGAUS and EANGUS.
- Develop incentives to increase enlisted and junior officer memberships.

Members: Joe Maassen, Pete Subitch, Aubrey Shirley

National Guard Association of Washington

ASSOCIATE MEMBER SUPPORT

Current Program: The associate members constitute all the retired members of the NGAW.

Short Term Goals:

- Encourage Associate members to become more active in establishing local chapters, retiree network, committee involvement, legislative actions and convention attendance.
- Develop Washington State Guard Participation in NGAW.

Long Term Goals:

- Continue to expand in areas where opportunities may exist.

Action Plan:

- Provide oversight on the writing, editing, publication, and distribution of NGAW and other special informational literature.
- Arrange the publication of the program for the Annual Conference.
- Assemble and present, as required, publicity displays for the Annual Membership Conference, membership meetings, and other events as needed.
- Make recommendations for improving communications between the Association leadership and all members or potential members.
- Become very involved with the planning and execution of Leg day.
- Research areas within the National Guard where the NGAW can assist in developing relationships with the public.

Members:

National Guard Association of Washington

CONFERENCES

Current Program: The convention is held at various locations. The event is conducted over 2 days. NGAW encourages participation in the National NGAUS and ENGAUS conferences.

Short Term Goals:

- Continue to research and evaluate methods to increase attendance.
- Increase participation at state and national conferences.

Long Term Goals:

- Continue to refine the convention in order to provide the members of the association a high-quality convention.
- Continue to evaluate the costs of the convention and look at other revenue sources to fund the convention.

Action Plan:

- Establish conference dates and locations for next three years.
- Development of Conference Program that will increase participation.
- Develop Unit Sponsors.

Members: Robert Barr, Abby West, Aubrey Shirley, Dale Subitch

National Guard Association of Washington

MEMBERSHIP COMMUNICATIONS

Current Program: The NGAW Website is the official method for members to obtain information. The website has pertinent information and links.

Short Term Goals:

- Continue to promote increased input from all levels of the organization.
- Study the feasibility of generating revenue from advertising and other programs.
- Continue to utilize the website to keep the members of the NGAW informed of the actions of the organization.
- Utilize the Website for on line membership registration.

Long Term Goals:

- Continue to improve the NGAW website.

Action Plan:

- Establish preliminary planning sessions, internal information exploration, primary and secondary on-going development phases, internal reviews, detailed concept specification for each tab and page in the current web site layout and structure.

Members: Mark Soulier, Anne Marie Peacock

National Guard Association of Washington

BENEFITS

Current Program: The following benefits are provided all members of the NGAW: Term Insurance, License Plates, Funeral Program, Tuition Assistance, Emergency Assistance Program (Minuteman Fund), Camp Ground, and Scholarships.

Short Term Goals:

- Evaluate the membership and review benefits that will provide the members quality programs.

Long Term Goals:

- Evaluate the future membership and project those benefits that will provide the members quality programs.

Action Plan:

- Conduct study of the interest and needs of members and potential members.
- Obtain input from Industry Leaders to develop benefits program.

Members:

National Guard Association of Washington

MUSEUM

Current Program: The WA Military Historical Society has developed and operates an extensive museum at Camp Murray. The NGAW could provide limited funding to the society each year.

Short Term Goals:

- Provide financial support to the society within the means of the operating budget.
- Assist the society in promoting membership among the members of the NGAW.
- Assist the society with special projects.

Long Term Goals:

- Continue to provide financial support to the society within the means of the operating budget.
- Assist the society in promoting membership among the members of the NGAW.

Action Plan:

- Provide financial support to museum within the capability of association.
- Continue to pursue possibilities of a revenue/membership generating relationship between the museum and the NGAW.

Members: John Carpenter

National Guard Association of Washington

SCHOLARSHIP FUND

Current Program: The NGAW Scholarship Fund has developed an extensive scholarship program for Association members to assist them in attending post-secondary education. NGAW operates and maintains the Fund and continually solicits funds. The NGAW provides financial support to the foundation on a yearly basis.

Short Term Goals:

- Continue to provide financial and operational support to the Soldiers and Airmen of the Washington National Guard.
- Develop Corporate Sponsors and use this relationship to market NGAW to corporations and members.

Long Term Goals:

- Continue to provide financial and operational support to the Soldiers and Airmen of the Washington National Guard.

Action Plan:

- Development of Sponsors to support program through 2008/9.
- Coordinate program with Washington National Guard.

Members: Abby West, Officer Guild Member

National Guard Association of Washington

NGAW SUPPORT

Current Program: Maintain a working relationship with the senior leadership in the Washington National Guard (WNG). Assist the WNG as appropriate to achieve established goals of the WNG.

Short Term Goals:

- Maintain and continue to foster cooperation between the Association and the WNG Leadership.
- Obtain Guidance from Senior Leaders.

Long Term Goals:

- Maintain and continue to foster cooperation between the Association and the WNG Leadership.

Action Plan:

- Meet with TAG and Senior Commanders each quarter or as needed.
- Provide updates to TAG and Senior Commanders on NGAW programs.

Members: John Carpenter, Robert Barr

National Guard Association of Washington

REVENUE

Current Program: Income is received from several sources: Insurance 43%, Investments 1%, Camp Murray Beach 32%, License Plates 5% and membership 19%.

Short Term Goals:

- Increase number of term policies by 10%
- Continue to reduce reliance on Insurance as the primary source of income.
- Study the feasibility of establishing the following income sources/benefits:
 - Corporate Membership Program
- Continue to monitor and analyze most effective investment strategy.

Long Term Goals:

- Increase number of term policies by 30% and continue to reduce reliance on Insurance as the primary source of income.
- Study the feasibility of establishing the following income sources/benefits:
 - Corporate Membership Program
- Continue to monitor and analyze most effective investment strategy.

Action Plan:

- Actively manage financial resources to maximize benefit to the association.

Members: Bonny Snyder

National Guard Association of Washington

INFORMATION PROGRAM/PUBLIC RELATIONS

Current Program: The association participates in family days, unit presentations, and mobilization exercises to promote the NGAW.

Short Term Goals:

- Continue participation in the family days, unit presentations, pre-mobilization events and National Guard Retiree events.

Long Term Goals:

- Continue to seek other events where the NGAW can participate.

Action Plan:

- The NGAW communications mission is to develop core competencies in oral, written and visual communications programs, and enhance their effectiveness.
- Establish the development of visual, verbal, and written communication materials.
- Initiate an effective communications effort, start with an assessment of current NGAW programs and materials.
- Establish talking point themes and messages.

Members: Anne Marie Peacock

National Guard Association of Washington

UNIT REPRESENTATIVES

Current Program: Unit representatives are located in each unit. They are the point of contact for each unit.

Short Term Goals:

- Encourage existing members to identify themselves to their Chain of Command and volunteer to be unit Reps.
- Enhance the strength of the association thru the Unit Reps.
- Increase use of available technology to communicate with unit representatives.
- Install a NGAW (Professional Organizations) Board in each Armory/Squadron

Long Term Goals:

- Consider alternatives to a more efficient Unit Representative Program.
- Study feasibility of more effective Unit Representative Program.

Action Plan:

- Meet with each MSC and talk with interested members about the Unit Rep position.
- Provide financial and material support to Unit Reps within the capability of association.
- Continue to pursue possibilities of generating relationship between the units and the NGAW.
- Record any recommendations by the unit representatives and submit them to the board.
- Meet with unit representatives each quarter or as needed providing updates on NGAW/EANGUS programs, benefits and awards.

Members: Robert Barr, Brian Bergren, Jesse Ruhl

National Guard Association of Washington

CORPORATE SPONSORSHIP

Current Program: Development of organizations that support the NGAW through financial, legislative and participation in NGAW events.

Short Term Goals:

- Increase Corporate Sponsorship to twenty-five organizations.

Long Term Goals:

- Increase Corporate Sponsorship to sixty-five organizations.

Action Plan:

- Identification of potential Corporate Sponsors.
- Update Web Site to improve marketability of Sponsors through the Web Site.
- Send contact letters to potential sponsors of annual conference.
- Provide Sponsors with a venue that increases product and services awareness.

Members: Peter Schultz, Anne Marie Peacock

National Guard Association of Washington

PROFESSIONAL DEVELOPMENT

Current Program: Development of the NGAW Sponsored Professional Development Series where speakers from a variety of organizations present information that is of interest to NGAW members.

Short Term Goals:

- Conduct these events at least quarterly to foster interest in Professional Development and NGAW

Long Term Goals:

- Increase the awareness of NGAW members in various issues relevant to the military profession.

Action Plan:

- Conduct Professional Development Series presentations on a quarterly basis.
- Development of information that is of interest to NGAW members.

Members:

National Guard Association of Washington

NOMINATING

Current Program: Nominates candidates for each officer and director position .

Short Term Goals:

- Development of a pool of candidates to fill officer and director positions. Assist committee chairs in filling positions on committees.

Long Term Goals:

- Development of committee that has equal share of officer and enlisted guild members.

Action Plan:

- Development of a list of potential candidates to fill future vacant positions.
- Actively recruit NGAW members to fill positions.
- Fill vacancies through unit nomination process.

Members: Beth Coffey

National Guard Association of Washington

FINANCE

Current Program: Recommends financial policies to the Board of Directors and prepares the annual budget, for approval by the Board of Directors. The committee shall consist of the Treasurer and four other members.

Short Term Goals:

- Development of financial policies that reflect the needs of the Association. Add members to the committee.

Long Term Goals:

- Synchronize the development of the budget with other committees, while decentralizing budget execution.

Action Plan:

- Establishment of Committee budgetary requirements.
- Development of Committee spending plans for 2008/9

Members: Bonny Snyder, Peter Subitch

National Guard Association of Washington

BY-LAWS

Current Program: Reviews, develops and presents proposed changes to the by-laws.
The committee shall consist of at least three members.

Short Term Goals: Update by-laws to reflect current needs of the Association.

Long Term Goals: Ensure by-laws are updated at least annually and reflect the needs of the Association.

Action Plan:

- Revise By-Laws to include committees listed in Strategic Plan.
- Maintain the By-Laws as a living document
- Record any recommendations by the members and submit them to the board.

Members: John Carpenter

National Guard Association of Washington

PRESIDENTS MESSAGE

I am exceptionally proud to introduce our Association's Strategic Plan 2008-2018. This plan presents the NGAW vision for the future. It sets our strategic direction in key categories and defines our priorities by which we will measure our success.

John P. Carpenter
President, NGAW

