

ADC Strategic Plan – 2018

Final

Vision:

Building strong communities that support America's military in every defense community/state in the nation.

Mission:

The mission of the Association of Defense Communities is to serve as the connection point for leaders from communities, states, the military and industry on community-military issues to enhance knowledge, information sharing and best practices.

Values:

- We are committed to our mission of education, conducting our business with the highest ethical standards, and ensuring our actions are transparent;
- We are committed to creating great places for our service members, their families and veterans to live, work and play by building collaboration between states, communities and the military;
- We believe in the importance of supporting communities and states when changes in military missions impact local and regional economies;
- We value community-military partnerships that promote the value of military installations, and strengthen communities and states through collaborative relationships and sustainable regional planning.

Outcome Measure:

- Percentage of ADC member organizations that rate the value they receive from their membership as excellent, as determined by an annual survey.

ADC Strategic Plan — 2018

Goal	Strategies	Actions	Committee/Council Role	Performance Metric
I. Maximize the influence of America’s defense communities to advance issues that build strong communities and support the military	A. Enhance our focus on congressional outreach, including leveraging the value of the caucus.	1. Develop and implement a broader Congressional Outreach Strategy that builds engagement and support around common messaging;	-FOAC researches/advises -Board approves	Develop a planning document that outline our goals, engagement strategy and specific outreach targets
		2. Leverage the summit as a focal point for Congressional outreach	-FOAC researches/advises -Board approves	Develop a policy document and talking points that ADC members can use when doing their congressional visits during the Summit.
		3. Develop a Yearly Caucus Plan as part of that strategy that outlines specific goals and desired outcomes; reach agreement with co-chairs on its implementation.	-FOAC researches/advises -Board approves	Work w/ FOAC and the caucus co-chairs to develop a document that includes our policy objectives and a timeline for specific outreach/educational activities
	B. Strengthen and refine our process for developing policy ideas and positions.	1. Retool the goals and purpose of the Federal Outreach Advisory Committee and define roles for other committees and leadership, including national advisory board	-Board approves	Develop a document that outlines the committee mission statement, membership structure/requirements, and roles within ADC. Document should also describe the process by which the committee helps identify and provide input and outreach on specific policy items.
		2. Layout system for policy development and implement	-FOAC researches/advises -Board approves	Develop a document that outlines the committee mission statement, membership structure/requirements, and roles within ADC. Document should also describe the process by which the committee helps identify and provide input and outreach on specific policy items.

		3. Develop way to solicit input from members; including a yearly survey that tracks their important issues	-Strategic Planning & Evaluations/External Relations develops -Board approves	Develop a membership survey that can be distributed to ADC members on an annual basis.
	C. Strategically broaden and nurture our DoD relationships.	1. Develop tracker of key relationships and work with leadership to determine strategies and outcomes	-Board reviews	Develop tracker of key relationships and work with leadership to determine strategies and outcomes
		2. Conduct systematic outreach that leverages events and other opportunities for engagement	Board reviews	Develop tracker of key relationships and work with leadership to determine strategies and outcomes
	D. Develop a more focused communication strategy that will communicate our views and positions and enhances our outreach goals.	1. Develop and implement a common overall messaging for the organization's policy perspective	-External Relations advises -Board approval -FOAC supports	Develop a document that outlines ADC's policy positions and talking points which can be used by ADC members to communicate a clear and concise message to external audiences
		2. Develop and implement a media outreach plan that defines specific targets for the year	-External Relations advises -Board approval	Develop a document which outlines our media strategy, including target publications, the issues/policy positions we want communicated, and a plan for engaging media via new and existing ADC events

Goal	Proposed Strategies	Proposed Actions	Committee/Council Role	Performance Metric
II. Be the thought leader among defense	A. Develop a systematic approach to assess and enhance our educational content	1. Explore options, develop strategies and implement plan to streamline and create a guiding body for content across the organization	-Board approves strategy	Identify key stakeholders and members that can help identify the topics and issues that ADC can address at our events, through publications and through policy outreach

communities and within the military installation community by sharing content that is high quality, unique and rooted in the best practices from around the country.				
		2. Develop plans that outlines content across the organization	-Board develops	
		3. Evaluate and assess strategies	-Strategic Planning & Evaluation	Create an annual membership survey that asks our members to rate the quality and timeliness of our educational content and the effectiveness of policy outreach.
	B. Maximize the value of existing resources like OnBase and new content that is timely	1. Publish 240 issues of OnBase	-External Relations provides input	Publish 240 issues of OnBase
		2. Evaluate and implement new strategies for accessing information, including a ADC app	-External Relations provides input	Develop an ADC app that allows members to access our education content, membership database, event information and publications. Evaluate its effectiveness by creating an annual membership survey that asks our members to rate the ease by which they can access information.
		3. Conduct reader survey to assess interests	-External Relations provides input	Create an annual membership survey that asks our members to rate the effectiveness of the organization, including our educational content, customer service, events, policy outreach/positions and overall value.
		4. Develop at least four specialized reports	-External Relations provides input	Identify topics/issues that can be explored through at least four specialized reports
	C. Use event schedule to strategically provide targeted content	1. Use IIF as the venue to promote innovative ideas that communities and bases can use today	-Board directs	
		2. Use the summit as the go-to event for information on defense policy issues and trends	-Board directs	

		3. Assess regional event strategy as a tool to share specialized information	-External Relations advises -Board approves	Do an independent survey of regional event host committees to determine if the event met their expectations and value expectations
		4. Organize energy focused event	-Energy and Water Council advises -Board reviews	Work with the Defense Energy and Water Council to develop an event that can focus on the big trends and federal policies impacting installation energy/water infrastructure
		5. Consider options for policy event and align with other strategies	-FOAC advises -Board approves	Work with the FOAC and other external stakeholders to develop a federal policy focused event that aligns with ADC policy positions and goals.
	D. Enhance our content development in the areas of military family quality of life	1. Continue GADC in 2018 with enhancements to the local events and other outreach activities.	-External Relations provides input	Work w/ GADC communities and external relations committee to develop five local events and engagement opportunities during the national summit that can obtain media attention and congressional/DOD involvement
		2. Launch DCLA in 2018	-External Relations provides input	Work w/ Blue Star Families and other stakeholders to develop an event that provides valuable training to emerging local leaders involved in supporting military families.
		3. Explore ways to expand both programs	-External Relations provides input -Board reviews	Leverage new partnership and stakeholders in DOD/Congress to expand the program's national exposure and content

	Proposed Strategies	Proposed Actions	Committee/Council Role	Performance Metric
Goal #3. Advance our mission by understanding, refining and translating the value of the association to our members and stakeholders.	A. Understand our members, what they are thinking and why ADC is valuable to them	1. Develop a member survey managed by a third party and report the findings	-External Relations and Strategic Planning & Evaluation develops and recommend to board -Board approves survey -Board approves findings	Create an annual membership survey that asks our members to rate the effectiveness of the organization, including our educational content, customer service, events, policy outreach/positions and overall value
		2. Refine our value statement and translate that value to expand our mission and supporters.	-External Relations and Strategic Planning & Evaluation develops and recommend to board -Board approves	Use the annual survey to identify the key issues our members find valuable and translate into the mission of ADC
		3. Use results to calibrate 2018 approach and future planning; publish and update	-Strategic Planning/Evaluation	Using the results of the annual survey determine where ADC is perceived as falling short and develop new strategies to increase value to our members. Make the results of the survey available to our members and stakeholders
			-Board approves upon recommendation	
	B. Ensure that our organizational structure advances that value	1. Review structure	-Board approves	Using the results of the annual survey, determine where ADC is perceived as falling short and explore ways to organize the association in order to address issues.
		2. Publish and update organizational structure on an ongoing basis	-Board Publishes	Make public any changes to the organizational structure of the

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Goal #4. Advocate for transitioning communities that have been impacted by closure or realignment to have the tools and support to reach their goals.	A. Maintain and enhance ADC's core focus on the needs of transitioning communities, and ensure active involvement in the association by local redevelopment authorities (LRAs).	1. Continue providing in-depth coverage of issues important to base redevelopment communities through <i>On Base</i>	-LRA Directors Council advises	Ensure that at least 15% of all OnBase stories are relevant to transitioning communities
		2. Depending on the status of BRAC, review existing ADC publications on base redevelopment and develop a plan to update them in preparation for the next round.	-LRA Directors Council advises -Board reviews	Identify and compile ADC publications related to transitioning communities and prepare them to be shared with others in the event a BRAC round is authorized
		3. Continue working toward our goal of securing all active LRAs as members; conduct outreach to non- members; and implement LRA-focused membership retention strategies that articulate the value of ADC participation	-LRA Directors Council advises	Work w/ the LRA Director's Council and other stakeholders to identify and include all active LRA's in the association.
		4. Use the Base Redevelopment Forum as a way to focus on LRA needs; organize a reuse track at the National Summit; and highlight the achievements of redevelopment communities through the Defense Community Awards program	-LRA Directors Council advises	Work w/ the LRA Director's Council to identify timely topics and key issues that can be explored at the Base Redevelopment Forum, and also which can inform the selection criteria for the Defense Communities Awards Program
	B. Convene stakeholders to educate them on the challenges, latest trends and best practices on installation transition,	1. Continue to enhance the Base Redevelopment Forum as the flagship event for LRAs and communities interested in the reuse of military assets;	-LRA Directors Council advises	Work w/ the LRA Director's Council to identify timely topics and key issues that can be explored at the Base Redevelopment Forum

	base redevelopment and environmental remediation.	2. Provide special networking opportunities for LRA directors at all ADC events	-LRA Directors Council advises	Set aside time and space at each of ADC's three national events that where the LRA Directors Council can meet
		3. Convene the LRA Directors Council at ADC conferences and special events, and communicate regularly with Council members to determine their current needs/challenges and successes	-LRA Directors Council advises	Set aside time and space at each of ADC's three national events that where the LRA Directors Council can meet. Continue to facilitate council conference call to ensure issues are communicated and addressed.
		4. Market and support ADC Advisory Services, including community site visits, community workshops, redevelopment project tours and speakers bureau	-LRA Directors Council advises	Ensure that members of the LRA Council are aware of ADC's Advisory Services program and how it can be valuable to their communities
	C. Promote the economic development of former military assets and ensure a lasting commitment for DoD to provide adequate funding for environmental cleanup liabilities.	1. Develop a legislative agenda that promotes the economic development of former military bases and ensures the military's environmental obligations are met at BRAC sites and other formerly used defense sites; Utilize the grassroots network of the association's LRA to advance agenda	-LRA Directors Council -Board approves	Ensure that ADC's policy agenda includes issues specific to the interests of transitioning communities
		2. Explore opportunities to develop joint marketing effort that promotes base redevelopment projects across the country	-LRA Directors Council advises	Develop a joint-marketing plan or platform that can promote the economic redevelopment efforts of transitioning communities from across the country
		3. Leverage new programs to encourage legacy LRA participation and membership	-LRA Directors Council advises	

	Proposed Strategies	Proposed Actions	Committee/Council Role	Performance Metric
Goal #5. Enhance the long-term sustainability and capacity of ADC	A. Identify new funding sources to support association activities.	1. Develop a comprehensive development strategy with the board leadership	-External Relations provides input	
		2. Continue to use the annual sponsorship program for new and existing sponsors; and maintain focus on customized sponsorship packages to ensure that sponsor expectations are being met	-External Relations provides input	Ensure that we provide the value/benefits we outline in our customizable packages
		3. Evaluate the annual sponsorship program at the end of each fiscal year to enhance the program and ensure its success	-External Relations provides input	Develop a plan to increase the visibility of our annual sponsors during the National Summit and at other events throughout the year
		4. Develop plan to advance customized magazine publishing as potential source of funding	-External Relations provides input	Use our events and existing publications to market the value of our customized publishing services
	B. Maintain accountability to members.	1. Continue a systematic framework for yearly budgeting and planning that is directly tied to the strategic goals of ADC	-Finance committee oversee	
		2. Ensure ADC continues compliance with all federal, state and local laws and regulations	-Finance committee oversee	
		3. Identify opportunities for cost savings and efficiencies	-Finance committee oversee	Look at annual expenses and identify areas where large initial investments could save money over the long run or where expenses could be combined or scaled to create efficiencies.
		4. Provide updates on ADC finances through the annual membership meeting and leadership updates	-Finance committee oversee -Board reviews	Ensure timely updates on ADC's finances throughout the year are regularly sent to the full board throughout the year

		5. Review membership structure and make recommendations that simplify the categories, enhance value and increase revenue.	-Board approves	Modify our membership structure to simplify the categories, enhance value and increase revenue
	C. Provide effective governance of the association and develop engaged members to become future leaders.	1. Lay out evaluation criteria in a matrix so that the Board of Directors can evaluate LRG's performance at the end of the year. The evaluation matrix will be developed within 30 days of adopting the annual work plan	-Strategic Planning & Evaluation recommends to the board	Design a matrix that allows the board to evaluate LRG's performance on identified benchmarks directly related to the strategic plan
		2. Develop overall organizational evaluation as part of member survey	-Strategic Planning & Evaluation develops	Create an annual membership survey that asks our members to rate the effectiveness of the organization, including our educational content, customer service, events, policy outreach/positions and overall value
		3. Report progress to leadership monthly basis	-Board accepts	Continue to provide monthly reports to the board of directors by the 15 th of each month
		4. Report to members on a regular basis through leadership updates and through an annual report	-Board reviews	Communicate information important to the organization to our membership through semiannual ADC updates; develop and share an ADC annual report/brochure
		5. Develop a mid-year report on or before August 30 that outlines progress based on the evaluation matrix	-Strategic Planning and Evaluation	Provide the board of directors with an updated matrix report that details where the organization is at in terms of meeting the accepted annual work plan
		6. Develop a year-end report that shows performance compared to the evaluation criteria established in the evaluation matrix	-Strategic Planning and Evaluation	Provide the board of directors with an updated matrix report that details the performance compared to the workplan

		7. Plan and organize the activities of the Board of Directors, including board meetings, committee meetings and other board directives as required	-Board	Plan and organize the activities of the Board of Directors, including board meetings, committee meetings and other board directives as required
		8. Enhance the role/functioning of board committees to ensure active involvement by all members	-Board	Ensure that board liaisons and committees are actively involved in ADC events, programs, policy development and other key activities
		9. Provide quarterly updates on ADC's progress towards its strategic plan	-Strategic Planning & Evaluation	Provide the board of directors a report that details where the organization is at in terms of meeting the accepted annual strategic plan
		10. Actively recruit new Board members in order to ensure a dynamic and active leadership	-Nominations	Identify individuals active in ADC that can be provided organizational leadership opportunities and encourage them to apply for board membership