

1. Advance a “One Community” policy agenda that promotes the importance of partnerships and shared priorities of communities, states, installations, DoD, and military families

| Strategies | Leadership Role | Metrics | Staff Actions |
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| 1.a. Develop and promote an updated “One Community” policy agenda | FOAC | -Market testing of the new brand conducted as part of the member survey -Yearly FOAC report on policy outcomes | <ol style="list-style-type: none"> 1) Enhance branding around “One Community” concept and integrate across the organization 2) Continue working with the Federal Outreach Advisory Committee (FOAC) as the key advisory group for developing and advancing policy solutions 3) Communicate ADC’s policy agenda on a regular basis and encourage member involvement. 4) Begin policy development process for 2023, including production of a yearly statement and support disseminating by members. 5) Solicit input from members, including distribution of a yearly membership survey that tracks their important issues. |
| 1.b. Promote awareness and build support for expanding the Defense Community Infrastructure Program | FOAC | -Funding level for FY2023 | <ol style="list-style-type: none"> 1) Share stories of the program’s impact and success to educate communities on the value of the program and the process. 2) Develop new Congressional champions for DCIP by engaging Congress on the program, its structure, and its value 3) Develop and implement strategies to grow and sustain the program. |
| 1.c. Enhance the awareness of DoD’s community partnership programs and their enduring value | FOAC | -Report on outreach efforts and impact | <ol style="list-style-type: none"> 1) Identify ways to safeguard and protect the program and its successes, including legislative agenda 2) Share stories of the program’s impact and success 3) Continue to educate communities on the value of the program and the process. 4) Actively engage Congress on the program, its structure, and its value to create new champions. |
| 1.d. Use the Defense Communities | FOAC | -Survey of outreach activities and report | <ol style="list-style-type: none"> 1) Incorporate “One Community” policy agenda before, during and after the event 2) Identify joint member outreach opportunities for members |

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| National Summit as focal point for Congressional and DoD Outreach | | | 3) Integrate members of Congress into the event |
| 1.e. Continue to broaden and nurture our DoD relationships | FOAC | -Engagement Summary listing all senior official participation | 1) Develop strategy that engages core installation leaders and continues to grow ADC’s position as a key voice in supporting military family readiness/quality of life issues 2) Focus outreach on new political appointees 3) Identify new ways to engage DoD leaders 4) Develop a directory of key leaders and track engagements 5) Leverage members and leadership to build relationships 6) Re-engage National Advisory Board |
| 1.f. Strengthen Congressional outreach | FOAC | -Quarterly Congressional Engagement report | 1) Develop a strategy to engage new Congressional champions around common messaging and specific policy outcomes 2) Create and leverage a series of DC/Hill events as a focal point for Congressional outreach 3) Strengthen caucus and integrate into strategies |

2. Be the thought leader on behalf of defense communities and the people they support

| Strategies | Leadership Role | Metrics | Staff Actions |
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| 2.a. Continue to enhance how ADC shares high quality and unique content | Ext. Rel./Conf. | Reader Survey | 1) Evaluate current methods of sharing content, including the model for a daily publication and event schedule; 2) Integrate “pandemic” best practices to enhance the value we provide members/stakeholders 3) Use “one community” agenda to build a yearly plan content across the organization, including news coverage and event planning 4) Continue to build out ADC’s Knowledge Online platform 5) Integrate and highlight best practices identified through other ADC programs (Champions and Great American Defense Communities) 6) Begin articulation with new members through orientation program and process. |

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| 2.b. Enhance the research program with a focus on policy analysis and emerging issues | Ext. Rel./Conf. | Two reports published | <ol style="list-style-type: none"> 1) Develop a yearly research strategy and implement strategy and publish at least two (2) reports in 2022; 2) Make research publications easily available to members on the ADC website through the new Knowledge Online platform 3) Continue to develop new concepts and projects |
| 2.c. Launch new effort on military-focused economic development to maintain ADC's institutional knowledge on topics related to based redevelopment | Ext. Rel./Conf. | Event held; Event Survey results | <ol style="list-style-type: none"> 1) Develop working group to outline plan 2) Engage membership and implement plan 3) Hold first event |
| 2.d. Reinvigorate the regional events program to enhance engagement at the state/local level | Ext. Rel./Conf. | -Two regional events held; Survey Results -Pipeline for future events | <ol style="list-style-type: none"> 1) Develop outreach plan 2) Identify/develop and plan three (3) events 3) Develop broader plan for future events |
| 2.e. Identify ways to use IIF as a professional development opportunity for Installation leaders | Ext. Rel./Conf. | -Report on DoD engagement with past years comparison | <ol style="list-style-type: none"> 1) Develop overall plan for engagements 2) Begin engagement |

3. Serve our members and advance our mission by enhancing ADC’s long-term sustainability and capacity

| Strategies | Leadership Role | Metrics | Staff Actions |
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| 3.a. Support the recovery of our members and the organization through enhanced membership engagement | Board | -Net increase in event participation | <ol style="list-style-type: none"> 1) Continue to move safely, but aggressively towards rebuilding in-person engagement 2) Develop a detailed plan for the year that is adaptable and focused on reengagement 3) Communicating with members about plans and enhance involvement prior to in-person events |
| 3.b. Maintain accountability to members | Finance | -Membership Survey conducted and reported -Audit completed | <ol style="list-style-type: none"> 1) Continue yearly budgeting and planning that is directly tied to ADC’s strategic goals and ensure that the association continues to comply with all federal, state and local laws and regulations. 2) Monitor the financial condition of the organization on a monthly basis and provide updates on ADC to the general membership at the annual membership meeting; provide a mid-year report and leadership updates; continue to identify opportunities to introduce cost savings and efficiencies. 3) Conduct an annual membership survey and OnBase Reader Survey before the end of the calendar year; and report findings and integrate feedback into strategic planning process. 4) Continue member focus groups at IIF and National Summit as appropriate. |
| 3.c. Provide effective association governance and develop engaged members to become future leaders | Board | All Key Reports Submitted: -Evaluation Report -Monthly Report -Org. Roster -Budget/Plan | <ol style="list-style-type: none"> 1) Lay out evaluation criteria and self-evaluation process that conforms with management contract, including relevant modifications to the workplan. 2) Report progress to leadership on a monthly basis, and develop more regular member communications, including an annual report. 3) Plan and organize the Board of Directors’ activities, including board meetings, committee meetings and other board meetings as required |

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| | | | <p>4) Maintain and publish the board committees’ organizational framework and enhance their role/functions to ensure full, active member involvement.</p> <p>5) Provide quarterly updates on ADC’s progress towards its strategic plan.</p> <p>6) Actively recruit new board members to ensure a dynamic and active leadership.</p> |
| 3.d. Launch membership expansion campaign to include non-installation communities and regions with significant defense presence | Board | Membership Report; net increase in members and/or membership revenue | <p>1) Develop a strategy to grow membership from focus areas including communities/regions that have significant defense presence without have having a military base; Implement strategy and report results</p> |