



LVMAC Strategic Plan and Supporting Organization 2020-2023

Preface

Presented below is the Lehigh Valley Military Affairs Council’s (LVMAC) Strategic Plan for 2020-2023. It supersedes the plan created in October 2009, but it evolves from lessons learned from it.

It is meant to be read together with our bylaws, which define and control how we operate; and state our purposes and nature, core values and geographic scope.

Although organizational structuring is not usually included in strategic planning, execution will be crippled without attention to it. A good organizational structure makes us better at what we do. Therefore, sections on a new structure and committee descriptions have been included. These committees are formed around the activities to be accomplished.

As a next step, one would expect to see a list of task statements under each objective. In our mode of operation as a coalition forming organization, tasks come with assignments and deadlines better assigned at the activity (program/project) level. In advanced strategic planning, each department (in our instance, committee) is expected to develop its own supporting strategic plan. We, therefore, have approached this step with those thoughts in mind.

For each major committee, we have assigned major/key responsibilities under the committee descriptions. But in addition, we require the committees and/or subcommittees to develop and annually update supporting business or action plans, which are subject to board approval as necessary. New major activities must be approved by the Board of Directors or Executive Committee, as appropriate. These plans must always be consistent with the overall organization’s goals and objectives, but they are particularized to the needs of the activity and are more acutely time sensitive.

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Part 1: Strategic Philosophy

Mission: To improve the lives of our local military service members, veterans and their families by fostering and coordinating support from businesses, organizations, institutions and communities; and by promoting awareness of the military’s role in defending America through educational programs and public events.

Vision: For serving military, veterans and their families to find the Lehigh Valley to be the most supportive community in the United States.

Part 2: Strategic Direction

Goal #1: To explain to the Lehigh Valley community the sacrifices required of service members and families and the effect on the community.

- **Objective #1:** To sponsor Lehigh Valley public events that honor those who serve and have served our nation.
- **Objective #2:** To provide educational programs and speakers to Lehigh Valley school districts, businesses, civic organizations and government.

Goal #2: To help Lehigh Valley service members, veterans and their families understand their entitlements, benefits and services and know how to obtain them.

- **Objective #1:** To distribute information and educate the Lehigh Valley military-veteran community on entitlements, benefits and services.
- **Objective #2:** To improve the quality and responsiveness of existing support to Lehigh Valley veterans and serving military.

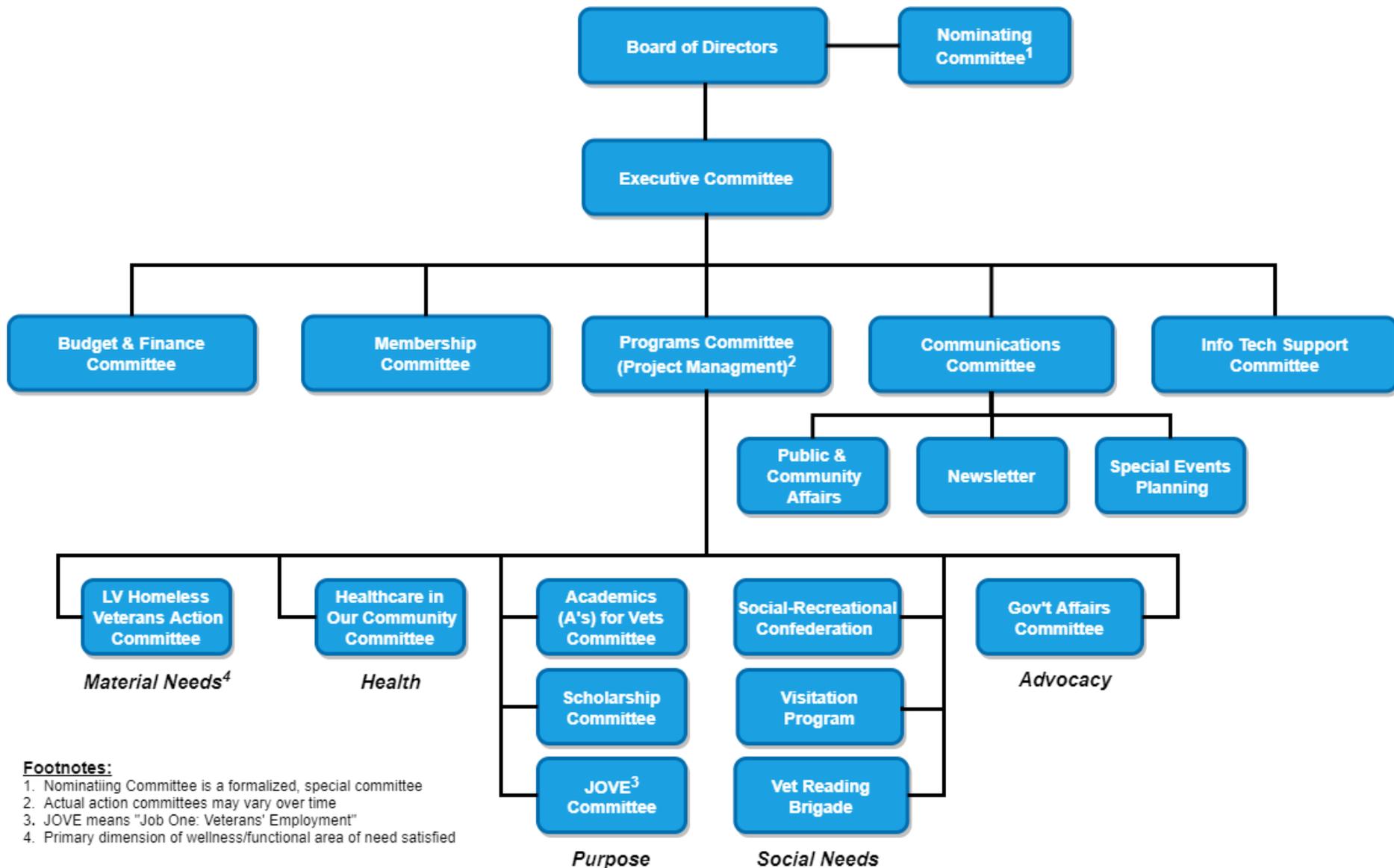
Goal #3: To work toward improving the quality of life of Lehigh Valley service members, veterans and their families.

- **Objective #1:** To determine issues of importance to the Lehigh Valley military-veteran community.
- **Objective #2:** To provide employment, education and readjustment assistance to returning Lehigh Valley veterans.
- **Objective #3:** To organize programs or support existing programs that seek to improve the quality of life of the Lehigh Valley military-veteran community.

Goal #4: To offer a forum and a focal point that enables businesses, civic organizations and government to support our Lehigh Valley military service members, veterans and dependents and to improve the community in accordance with their strategic plans.

- **Objective #1:** To educate and regularly communicate with others about LVMAC's mission, programs and services.
- **Objective #2:** To establish working relationships with the local reserve component units.
- **Objective #3:** To involve member organizations in the activities of LVMAC.

Part 3: Structural Alignment to Support the Mission



Footnotes:

1. Nominating Committee is a formalized, special committee
2. Actual action committees may vary over time
3. JOVE means "Job One: Veterans' Employment"
4. Primary dimension of wellness/functional area of need satisfied

Part 4: Committee Descriptions

Introduction

What follows are general descriptions only sufficient gaining an understanding of the relative roles of those committees and subcommittees required to implement the strategic plan for the intermediate term planning. LVMAC uses a form of hybrid organizing. While LVMAC uses functional organizations for needed internal support activities (e.g. for membership and information technology), it also uses project/program-oriented, focused collective impact committees (coalitions and alliances) – standing and ad hoc – to accomplish most of its mission. This distributes committed, volunteer labor, upon which it depends, as effectively as can be done and prevents dilution of their enthusiasm on subjects not of interest to them. All functional committees are expected work in a weak matrix management arrangement in the service of these project/program committees, when directed.

Board of Directors

General Description: An all-volunteer working board responsible for the governance, leadership, and stewardship of the organization. The President acts as the CEO of the organization

- Determines the organization’s mission goals and objectives supporting its purposes.
- Recommends to the Council the slate of officers and new board members.
- Assists the Chief Executive Officer, the President.
- Reviews the performance of the organization.
- Plans for the future of the organization.
- Approves and monitors the organization’s programs and services.
- Provides sound financial management.
- Enlists financial and in-kind resources.
- Advances the organization’s public image.
- Strengthens its own effectiveness.
- Evaluates the performance of the Chief Executive Officer/President.

Nominating Committee

General Description: A committee that is directly under the control of the Board of Directors and not its President. It is responsible for finding and recommending potential candidates for the Board to sustain its governance, leadership, stewardship role. In addition, it acts as a board development committee.

- Develops a systematic selection process for officers and new board members.
- Canvasses for new members.
- Interviews prospective applicants.
- Recommends nominees to the board with supporting information.
- Responsible for orienting new board members and training the board to improve performance.

Executive Committee

General Description: The subcommittee of the Board which manages the organization's day-to-day operations and acts for the full board in its absence on matters it is authorized by the board and bylaws. It consists of the officers of the corporation, designated chairs of major committees, and one at-large board member. Other board members are asked to participate as the situation dictates.

- Acts in the absence of the board on matters that are extremely time sensitive.
- Serves as the operations management team for the council within the limits assigned by the board and the bylaws.
- Performs oversight and also approvals, if required and in accordance with the bylaws, of the financial activities of the corporation – including specifically the review of audits, monthly investment statements and annual statements and budgets.
- Reviews and makes recommendations to the board for the improvement of the board governance.
- Responsible for arranging and conducting council meetings, to include securing appropriate speakers for it – using the advice and assistance of the other committees as necessary. Ensures speakers serve the mission and strategic plan of the council. *
- Secures speakers for its major events. *
- Keeps officer and board job descriptions current.
- Assists the board in identifying problem areas in board performance; develops a board performance periodic self-evaluation system and implements it.
- Arranges classes, workshops, conferences and retreats as needed; finds experts to speak on topics of interest to the board for improving board performance.

** All major committees and board members are expected to assist in finding appropriate speakers.*

Budget and Finance Committee

General Description: A support committee which is responsible for overseeing the organization's finances and assets. Working with the treasurer, a member of this committee, it prepares the annual budget supporting the organization's objectives. The committee ensures various financial reports are prepared for the board and ensures the treasurer and bookkeeper are properly accounting for receipt and dispersal of all funds. Provides program development and contract services.

- Prepares the annual budget supporting the organization's programs objectives.
- Responsible for obtaining funds and donated goods and services to support the various program committees and the organization's administrative costs.
- Develops the long-range financial plan – to include planning for fund development.
- Prepares the financial reports for the board.
- Ensures that the organization's bookkeeping practices meet appropriate accounting standards and are accurate.
- Approves the payment of bills per board directive.
- Manages organizational contracts for services.
- Responsible for purchase and review of needed insurance policies (e.g. liability and fidelity bonding).
- Evaluates the organization's financial position, to include cash flow and income sources, and makes recommendations for changes in policy and procedure if needed.
- Obtains the annual auditor and supervises the process.
- Responsible for ensuring proper portfolio investments.
- Responsible for grant management and administration, to include grant writing and grant writing services.
- Oversees and approves all fundraising activities of council, managing fund drives if needed.
- As an additional duty, responsible for the Quartermaster Sales program, when seen as needed.
- As an additional duty, it is responsible for property and facility management as required.

Membership Committee

General Description: A support committee responsible for recruiting organizations into the council needed to accomplish its mission and then working to retain them. It helps to maintain membership point of contact lists, mailing lists, and other important member information. Serves as a point of contact for membership questions.

- Responsible for finding and vetting for board recommendation to the council those organizations which can and are willing to actively support the council's mission in a concrete fashion.
- Maintains the membership point of contact lists, mailing lists, and other important member information.
- Defines and maintains the contents of a contact relationship management system suitable to the organization's functional, daily needs (requires working with the other major committees).
- Assists the board in contacting membership for assistance in supporting the organization's missions.
- Serves as a point of contact for membership questions.
- Monitors for membership recruitment problems that need correction.
- Monitors the membership to ensure it is being kept properly informed of organization activities and performance.

Communications Committee

General Description: A support committee responsible for marketing the organization, building and maintaining the content of its information systems, managing public relations and special events.

- Responsible for general marketing of the organization.
- Coordinates and answers media-related questions.
- Maintains the social media outlets (websites, Facebook, Twitter, Eventbrite) for the purposes of veteran and local military awareness and information assistance as guided by the Programs Committee.
- Advertises membership events – when consistent with and supportive of the council's strategic plan.
- Publishes organizational newsletter to improve membership awareness and knowledge of events and issues.
- Coordinates and answers media-related questions,
- Issues press releases for LVMAC programs and initiatives.
- Ensures the organization is appropriately represented at major community events which serve the council's mission and strategic plan not in the purview of the Programs Committee, after the approval of the Executive Committee.
- Organizes public events that honor military members and/or veterans, such as:
 - Bethlehem Memorial Day Parade
 - "Salute to the Troops" annual banquet
- Assists the Finance Committee in fundraising activities.
- Assists the Programs Committee in advertising its program activities when requested; and in distributing its information products.
- Operates a speaker's bureau or speaker referral program (if deemed needed).

Information Technology Support Committee

General Description: A support committee responsible for procuring and maintaining the internet, software and cloud tools required for the organization's operations.

- Has overall responsibility the website, including design standards, technical components, performance, etc.
- Provides the email system for the organization.
- Provides other social media platforms needed by the other committees to operate.
- Provides the physical platform for databases needed to manage the organization.
- Ensures the security and reliability of the systems
- Makes recommendations concerning hardware and software, technical standards, and website/internet product policies
- Coordinates with vendors and outside experts as needed
- Maintains records on all information accounts and passwords
- Provides input on website development and design issues
- Provides support to all committees as needed.

Programs Committee

General Description: This is the organization's community programs committee responsible for developing or facilitating needed programs, determined and approved in consultation with the board. It concentrates on three major themes: 1) transition and reintegration of discharged veteran back into civilian society as productive citizen; 2) rehabilitation and recovery of the severely physically and/or emotionally injured to obtain productive lives of as much independence as practicable; and 3) assistance in the maintenance of the quality of life of veterans, serving military and their families where needed. The committee uses a chair or co-chairs acting as chief project managers to manage these efforts through activity-based subcommittees. These subcommittees themselves are primarily coalitions and alliances composed of the membership, although not exclusively: purpose and the assembly of the necessary talent come first.

- Works with veterans service organizations and governmental agencies to assist them, where possible, in accomplishing their goals and objectives, to include awareness and information programs.
- Develops or supports existing community programs which have application to military veterans in the four major areas of transition concern: purpose (employment, education and training), material needs (particularly in the area of preventing homelessness), health care (medical and mental health), and social needs (well-being).
- Supports and develops local veterans homelessness efforts.
- Responsible for planning and organizing the organization's educational scholarship/scholarship assistance grants.
- Sponsors public awareness seminars/forums/conferences on veteran and military-related issues affecting veterans, military members and their families.
- Examines and makes recommendations for improvements to local, state, and federal veterans affairs service and benefit programs for veterans and their families.
- Selectively and judiciously advocates through education for legislation that aids veterans, retired military members, and their families (Does not generally involve itself in legislation affecting serving military, unless it has a ripple effect on the veterans community.).
- Supports Family Readiness Group programs, including departure and welcome home ceremonies.
- Identifies local military units in the area and provides the information to the Communications Committee.