



THE NEXT STEP FOWARD

THE U.S. NAVY SUPPLY CORPS FOUNDATION
2017 -2019 Strategic Plan

U.S. Navy Supply Corps Foundation, Inc
3651 Mars Hill Road
Suite 200 B
Watkinsville, GA 30677
Telephone (706) 354-4111
www.usnscf.com

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OVERVIEW

The U.S. Navy Supply Corps Foundation is a nonprofit philanthropic and social organization whose members include every person who has ever “worn the oakleaf” in the United States Navy. With a mission to perpetuate the values, traditions, and history of the Supply Corps by providing services and programs to support the ongoing needs of the Supply Corps community, the Foundation has historically funded scholarships for the dependents and descendants of Supply Corps officers and supply enlisted ratings, as well as developed chapters world-wide whose primary role is to further the traditions and values of the Supply Corps heritage.

Over the last 45 years, the Foundation has awarded over \$4 million in scholarships to more than 2,100 individuals, and established 36 chapters around the globe, including destinations as far away as Yokosuka, Naples, and Bahrain, to name just a few. Originally located in the Supply Corps Museum in Athens, Georgia on the grounds of the Navy Supply Corps School, the Foundation assumed a more prominent role in communicating the history and traditions of the Supply Corps when the Museum closed in late 2010. The responsibility of planning for the future comes with that charge – a future which will require an expanded series of programs that will impact positively those the Foundation touches in the years ahead.

Not surprisingly, the first step in any such process is the development of a comprehensive strategic plan....the next step forward if you will.

In an effort to ensure that the Foundation’s Strategic Plan addresses the needs of the members of the Supply Corps, in early 2016 the Foundation distributed a questionnaire to Chapter leadership, spouses, and individual members of the Foundation, as well as posted this instrument on the Foundation’s website to reach a wider audience. The results of that survey were compiled and those recommendations and comments taken into consideration in the drafting of the 2017–2019 Strategic Plan.

THE NEXT STEP FORWARD

What follows is an overview of this Plan, developed through the hard work of a Strategic Planning Committee composed of active, retired, and former U.S. Navy Supply Corps officers whose dedication to the Supply Corps and the important role it continues to play in today’s Navy has led to the thoughtful and far-reaching document that represents its vision for the future.

Year one (2017) – The first step forward

Continuing on the ongoing growth of the Foundation and its programs, year one of the Plan reflects a commitment to all facets of the Supply Corps family, focusing on not only on active duty members but also on the ever-increasing needs of our retired membership and the families of our members (see Attachment 1 for a comprehensive articulation of committee goals and operational budget for 2017).

For example, realizing the importance of developing a fundraising plan that is premised on a strategic philanthropic approach, the Foundation in year one will begin to plan for the future by further expanding its direct mail program, as well as initiating a planned gifts program and exploring the potential of launching an endowment campaign in the future to help ensure the Foundation's ability to continue to serve the Supply Corps family moving forward. An integral part of this effort will include the expansion of the communications and marketing programs to supporting this effort by both staffing up and further enhancing both web content and Foundation brochures.

The Foundation has also decided to expand the number of displays aboard afloat museums to three in this year, including the USS Midway in San Diego, the USS Wisconsin in Norfolk, and the USS Iowa in Long Beach. These museums are expected to reach a much larger audience in a more personal way that will help them better understand the role of the Supply Corps as it serves the Navy, both afloat and ashore. Of course, this is only one of the many ways the Foundation plans to further communicate the importance of the Supply Corps' history, both in time of peace and during conflicts.

Another major focus during this year will be recognizing the achievements of both individuals and chapters and the impact they have had not only on the Navy, but their communities as well. A new award will be added this year that recognizes lifetime professional development to the Navy Supply Corps. All with the same purpose – to identify those who have made a difference in the roles in which they serve.

Add to this, the development of a transition program that is designed to help those leaving the Navy transition to civilian life by providing an avenue that identifies and pre-qualifies businesses or corporations who are willing to talk to these individuals about potential future employment. A significant effort will be made this year to reach out to those corporations that provide ideal employment opportunities in the area of supply chain management, in an effort to develop a relationship with these corporations as active duty members transition out into the workforce.

Another new program, the Family Aid and Support Team (FAST) is designed to provide the family of Supply Corps Officers who have died under combat or non-combat circumstances with assistance in obtaining financial aid, survivor benefit and Foundation scholarship information, emotional and moral support during a critical time. It is designed to provide immediate support after the loss of a loved one and extended care after Navy casualty assistance no longer supports a service members next of kin.

Efforts will be directed to better support the Community Values and Traditions program by focusing on the “esprit de corps” of the Navy Supply Corps family. Towards that end, Chapters will be encouraged to utilize this program to further the mission and vision of the Foundation as it responds to the every-changing demographics of our membership.

Year two (2018) – Another step forward

Year two of the plan has as a major focus the expansion of the Foundation's fundraising efforts, as well as the further development of both its heritage and chapter programs (see Attachment 2 for a comprehensive articulation of committee goals for 2018).

Planning for the future from a fundraising perspective will require that the Foundation add a professional staff member experienced in the field of estate planning and planned gifts. In addition to continuing to expand the Foundation's annual programs, this year's focus will be on identifying a group of prospects who are candidates for making a planned gift, and implementing a direct mail program to both inform and educate them in the advantages of making such gifts. Collaterals will also be developed to further promote the Tench Francis Society.

Continuing to further develop its commitment to history and tradition, the Foundation will pursue the development of ashore museums/venues that can house permanent exhibits that will explore the Navy Supply Corps history, such as Veterans Park in San Diego. Regarding afloat museums, the Foundation will begin construction of permanent displays on the USS Wisconsin and USS Iowa.

Additionally, interaction with the Chapters will be enhanced and the potential of adding a permanent staff member explored to provide better Chapter coordination. The Foundation's communications and marketing efforts will continue to provide better access to the Foundation website, as well as ensure that Foundation collaterals are up-to-date. Special effort will also be devoted to continue to identify and qualify appropriate corporate matches for the transition program, and the scholarship program – the flagship program of the Foundation -- will explore the possibility of named scholarships at the \$10,000 level.

Year 3 (2019) – Continuing the growth

Year three of the plan continues the growth in the Foundation's fundraising efforts, as well as further expands the reach of the heritage program. Work also continues in the Chapters with the hiring of a Foundation Chapter Coordinator and replacing the Community Values and Tradition program with a grants program (see Attachment 3 for a comprehensive articulation of committee goals for 2019).

While the first two years of the Foundation's fund raising efforts have been devoted to establishing a comprehensive annual fund program and investing in stabilizing the future through establishing a planned gifts program, year three will focus on expanding the funding of the scholarship program and launching an endowment campaign if it is determined that such an effort is both feasible and can be successful. Taking another step in its quest to promote the history and tradition of the Supply Corps, the Foundation will further develop both its on ashore and afloat museum strategy by adding venues in each category.

Finally, growth will continue in both the Transition and Scholarship programs as the Foundation strives to best serve the Supply Corps family.

SOME FINAL THOUGHTS

This is an extraordinary time for the Navy Supply Corps Foundation. While the challenges are great, it is also an opportunity to move the organization forward with an extraordinary commitment to do so and great enthusiasm by the Foundation's volunteer leadership. As the Foundation looks to the future and to the implementation of this strategic plan, it is clear that not only is there much to do but that the financial help of the Foundation's world-wide community will be needed in order to achieve the goals it has set for itself in the years ahead. Suffice it to say it will not be easy, but certainly well within the reach of an organization steeped in history and tradition.

RATIFICATION

In affixing our signatures below, we hereby certify that on this 5th day of November, 2016, at a meeting held in the city of Arlington, Virginia USA, at which a quorum was present and voting, this Strategic Plan of the US Navy Supply Corps Foundation was adopted unanimously by the Foundation Board of Directors.

A TRUE RECORD.

ATTEST:

_____, Chair of the Board

_____, Secretary of the Board

ATTACHMENT 1

2017

Transition Committee

- Develop list of major corporations who are good matches for hiring individuals with supply chain management skills -- i.e., industries such as cruise ships, health care, shipping (Amazon, Fed Ex, UPS), etc.
- Build a committee with representation from multiple geographic locations and with multiple points in career (JOs, transitioning soon, successfully transitioned recently, well established past transition, etc.).
- Develop the content format for lessons learned & best practices for transitioning officers.
- Establish a page on the NSCF website for Supply Corps Officers to access relevant tools, lessons learned, and resources.
- Strengthen the networks in high concentration areas (Norfolk, DC, San Diego, Atlanta, NYC, Florida, etc.) to better serve the needs of the transitioning officer.
- Launch a professional business card program for transitioning officers.

Heritage Committee

- Ashore museums/venues
 - ✓ Develop plans for exhibit in Veterans Park, San Diego, CA.
- Afloat museums
 - ✓ Continue to complete plan and begin construction of permanent display on new platform: USS Wisconsin, Norfolk, VA.
 - ✓ Plan and begin construction of permanent display on new platform: USS Iowa, Long Beach, CA.
 - ✓ Develop plans and begin construction of additional display for USS Midway.
 - ✓ Maintain accurate database of all potential platforms.
 - ✓ Solicit/identify local points of contact to liaison with ships.
- Supply Corps Historian
 - ✓ Establish procedures for receiving and donating artifacts and screening input for historical worthiness.
 - ✓ Complete inventory of abstract and printed artifacts.
 - ✓ Verify inventory of non-abstract material and artifacts at warehouse in Hampton Roads, VA.
 - ✓ Appoint a SC Curator.
 - ✓ Begin the digitization of Navy Supply Corps archives.

- Outreach
 - ✓ Appoint Heritage and Legacy Committee Outreach Chair.
 - ✓ Appoint NSCF Area Historian Representatives and schedule monthly telecons.
 - ✓ Publish monthly Heritage and Legacy article in the SC Newsletter and the Oakleaf.
 - ✓ Look for opportunities to donate Heritage material at NSCF auctions and SC Birthday Balls.

Chapter Relations Committee

- Create a Chapter Committee to support:
 - ✓ Policy Development
 - ✓ Data Management
 - ✓ Resource Management
 - ✓ Story Development
- Reinvigorate existing Chapters, solidify Foundation/Chapter relationship.
- Explore feasibility of:
 - ✓ Regionalization of Chapters
- Explore role of Foundation/Chapter Relationship
 - ✓ Program Development
 - ✓ Fundraising Responsibilities
 - Foundation
 - Chapters
 - ✓ Foundation obligation to Chapters
 - ✓ Chapters obligation to Foundation
- Host chapter meeting in conjunction with BOD meeting:
 - ✓ Continue Educational update
 - 501(c)(3) Review
 - Operations Manual review
 - ✓ Capture Foundation/Chapter Needs
 - Make change recommendations to BOD
- Execute Community Values and Traditions (CVT) Program.
- Review CVT Program, its demand signal and explore shift to Grant program (push vs. pull construct).
- Obtain stories for every Chapter/Stakeholder touch point to feed web/Oakleaf/SM capabilities.

Communications and Marketing Committee

- Engage committee/program chair ownership of their website/social media content.
- Form and chair working group of committee reps to oversee/update online content.
- Update Foundation Tri-folds to reflect updated strategic plan goals.
- Redo Foundation display board graphics.
- Conduct Oakleaf Readers Survey.
- Update Command Brief to reflect updated strategic plan goals.
- Conduct ongoing database management review to eliminate duplicates, obtain new information and delete old, etc.
- Investigate potential use of app for online viewing of The Oakleaf.
- Oversee scholarship recipient selfie program.

Recognition Committee

- Develop plan to improve current recognition program through publicity, tangible awards, communications and broadened scope focused upon professional development, training, and lifetime achievements.
- Establish a compendium of highly desirable and significant mementoes for Distinguished Alumni, volunteers, awards winners, etc.
 - ✓ Navy Supply Corps Foundation Distinguished Alumni. Upon selection, recipient is presented with framed certificate and commemorative lithograph at an appropriate venue.
 - ✓ Navy Supply Corps Foundation Chapter of the Year Award. Two recipients selected annually (large and small chapter). Upon selection chapters will receive a monetary award to offset the cost of local event to recognize the Chapter award.
 - ✓ Navy Supply Corps Foundation Volunteer of the Year Award. Chapters are encouraged to nominate an outstanding volunteer annually, which, in turn, is directed to the NSCF Board of Directors for their consideration and selection. Upon selection, volunteers will receive an engraved NSCF clock.
 - ✓ Navy Supply Corps Foundation Lifelong Professional Development Innovator Award. A new award, it is intended to recognize individuals who have significantly impacted their chapter or the NSCF through special programs and initiatives.

- NSCF Board Members' Participation in Recognition Events.
 - ✓ Attend and present specified awards in as many ceremonies as possible.

Scholarship Committee

- Review scholarship program
 - ✓ Determine the number of scholarships and percentage of selection.
 - ✓ Eligibility
 - ✓ Publicity
 - ✓ Increase enlisted eligibility
 - ✓ Determine award size of scholarship
 - ✓ Review scholarship selection criteria
- Review scholarship committee/board.
 - ✓ Composition
- Develop mentoring program for scholarship recipients.
- Review Memorial Scholarship Program.
- Establish named scholarship program.
 - ✓ Minimum gift of \$10,000 (4 years at \$2,500/year – outright or multiple-year pledge)
 - ✓ Selection of one recipient to help underwrite 4 years of higher education based on eligibility.
- Develop a comprehensive testimonial program for current scholarship recipients articulating how the NSCF scholarship program has impacted them. Utilize these comments to develop a video for the NSCF website.

Family Aid and Support Team

- Provide extended care through global and Chapter outreach when Navy casualty assistance is not offered or no longer available.
- Establish FAST committee as an enduring entity
 - ✓ Determine committee composition
 - Directors and Chapter membership
- Develop an online repository of useful information.
 - ✓ Financial assistance guides and management tools
 - ✓ Veteran's Administration & Service benefits

Development and Legacy Committee

- Expand direct mail program, increasing annual gifts by 10%.
 - ✓ Evaluate current program
 - Current donors, lapsed donors, and those who have never given.
 - Number of mailings

- Event connected mailings (Memorial Day, Veterans Day, etc.)
 - Message of mailings
- Establish and implement a comprehensive Planned Gifts Program.
 - ✓ Segment by age (70+)
 - ✓ Review state registration for Charitable Gift Annuity Program
 - ✓ Contact with planned gifts direct mail company – 2 mailings/year to directed audience
 - ✓ Offer estate planning seminars for Chapters

- Determine the feasibility of launching an endowment campaign.
 - ✓ Develop prospect pool.
 - ✓ Explore the possibility of a challenge grant program
 - ✓ Develop campaign plan

2017 Budget

2017 STRATEGIC PLAN IMPLEMENTATION BUDGET

REVENUE

CONTRIBUTIONS

Individuals	\$250,000
CFC	\$ 30,000
Chapters	\$ 50,000
Corporate	\$ 25,000
Estates	<u>\$ 50,000</u>
<u>SUB-TOTAL</u>	<u>\$405,000</u>

CORPUS INCOME

Restricted (Scholarships)	\$125,000
Unrestricted (Scholarships)	125,000
Unrestricted (Strategic Plan Implementation)	<u>198,800</u>
<u>SUB-TOTAL</u>	<u>\$449,800</u>
<u>TOTAL REVENUE</u>	<u>\$854,800</u>

EXPENSES

<u>Item</u>	<u>Cost</u>
<u>General Administrative and Operational Expenses</u>	
Salary + Benefits, Rent, Office Expenses, etc.	<u>\$201,700</u>
<u>SUB-TOTAL</u>	<u>\$201,700</u>

Committee Expenses

Transition Committee

Programs	\$4,000
Travel	<u>1,000</u>
<u>SUB-TOTAL:</u>	<u>\$5,000</u>

Heritage Committee

Ashore Museums/Venues	\$ 1,000
Afloat Museums	35,000
Supply Corps History Development	30,000
Travel	<u>5,000</u>
<u>SUB-TOTAL:</u>	<u>\$71,000</u>

Chapter Relations Committee

Reinvigorate Existing Chapters	\$ 5,000
Chapter Meetings in Conjunction with Board Meetings	10,000
Navy Supply Corps School Support	10,000
Community Values and Tradition Programs	<u>15,000</u>
<u>SUB-TOTAL:</u>	<u>\$40,000</u>

Communications and Marketing Committee

Contract Employees	\$80,000
✚ Public Affairs @ \$30,000	
✚ Web Master @ \$25,000	
✚ Data Base Manager \$25,000	
Website Updates and Maintenance	30,000
Oakleaf	21,000
Testimonials	3,000
Collaterals	<u>10,000</u>
<u>SUB-TOTAL:</u>	<u>\$144,000</u>

Recognition Committee

Chapter of the Year Award	\$4,000
Volunteer of the Year Awards	1,000
Distinguished Alumni Recognition	9,000
Innovator of the Year Award	<u>1,000</u>

SUB-TOTAL: **\$15,000**

Scholarship Committee

Scholarships	\$250,000
Memorial Scholarships	35,000
Scholarship Board	5,000
Virtual Scholarship Set Up	1,000

SUB-TOTAL: **\$291,000**

Family Aid and Support Team **\$3,500**

Development Committee

Collaterals	15,000
✚ Planned Gift Direct Mail Program (2 years) @ \$5,000/year	
✚ Annual Program @ \$5,000	
Expansion of Direct Mail Program to 4 mailings @ \$7,500/ mailing	30,000
Consultants (2 days/month @ \$1250/day + expenses x 12 months)	<u>35,000</u>

SUB-TOTAL: **\$80,000**

TOTAL EXPENSES **\$859,500**

ATTACHMENT 2

2018

Transition Committee

- Continue to refine list of major corporations who are good matches for hiring individuals with supply chain management skills -- i.e., industries such as cruise ships, health care, shipping (Amazon, Fed Ex, UPS), etc.
- Continue to refine the content for the NSCF website for Supply Corps Officers to access relevant tools, lessons learned, and resources.
- Strengthen the networks in high concentration areas (Norfolk, DC, San Diego, Atlanta, NYC, Florida, etc.) to better serve the needs of the transitioning officer.
- Continue the professional business card program for transitioning officers.

Heritage Committee

- Ashore museums/venues.
 - ✓ Begin construction on Veterans Park WW II Supply Corps display.
 - ✓ Identify additional ashore venue for permanent exhibit.
- Afloat museums.
 - ✓ Continue work on USS Wisconsin and USS Iowa museums.
 - ✓ Begin effort on new platform for permanent display.
 - ✓ Maintain accurate database of all potential platforms
 - ✓ Solicit/identify local points of contact to liaison with ships
- Curator.
 - ✓ Accept artifacts
 - ✓ Establish traveling exhibit
 - ✓ Identify list of prospective venues for traveling exhibit.
- Heritage Outreach Chair
 - ✓ Propose curriculum for lectures for lectures in Supply Corps history at NSCS.
- Permanent Supply Corps Heritage Center
 - ✓ Review feasibility of the establishment of a Center – location and cost.

Chapter Relations Committee

- Reinvigorate existing Chapters, solidify Foundation/Chapter relationship.
- Establish grants program to resource Chapters in lieu of the CVT program.

- Explore feasibility of establishing a Foundation FTE/PTE for Chapter Coordination.
- Continue Chapter Educational update.
 - ✓ 501(c)(3) Review
 - ✓ Operations Manual review
- Conduct site visits to major Chapter Regions.
- Continue support of the Navy Supply School.
- Obtain stories for every Chapter/Stakeholder touch point to feed web/Oakleaf/SM capabilities.

Communications and Marketing Committee

- Continue to engage committee/program chair ownership of their website/social media content.
- Revise Foundation collaterals, display board graphics, and Command Brief as needed.
- Conduct ongoing database management review to eliminate duplicates, obtain new information and delete old, etc.
- If appropriate, develop app for online viewing of The Oakleaf.
- Oversee scholarship recipient selfie program.
- Contract employees on staff and providing social media support and data base management.

Recognition Committee

- Continue to enhance plan to improve current recognition program through publicity, tangible awards, communications and broadened scope focused upon professional development, training, and lifetime achievements.

- Continue to refine highly desirable and significant mementoes for Distinguished Alumni, volunteers, awards winners, etc.
 - ✓ Navy Supply Corps Foundation Chapter of the Year Award. Two recipients selected annually (large and small chapter). Upon selection chapters will receive a monetary award to offset the cost of local event to recognize the Chapter award.
 - ✓ Navy Supply Corps Foundation Volunteer of the Year Award. Chapters are encouraged to nominate an outstanding volunteer annually, which, in turn, is directed to the NSCF Board of Directors for their consideration and selection. Upon selection, volunteers will receive an engraved NSCF clock.
 - ✓ Navy Supply Corps Foundation Lifelong Professional Development Innovator Award. A new award, it is intended to recognize individuals who have significantly impacted their chapter or the NSCF through special programs and initiatives.
- NSCF Board Members' Participation in Recognition Events
 - ✓ Attend and present specified awards in as many ceremonies as possible

Scholarship Committee

- Review scholarship program.
 - ✓ Determine the number of scholarships and percentage of selection.
 - ✓ Eligibility
 - ✓ Publicity
 - ✓ Increase enlisted eligibility
 - ✓ Determine award size of scholarship
 - ✓ Review scholarship selection criteria
- Review scholarship committee/board.
 - ✓ Composition
- Enhance mentoring program for scholarship recipients.
- Review Memorial Scholarship Program.
- Expand named scholarship program.
 - ✓ Minimum gift of \$10,000 (4 years at \$2,500/year – outright or multiple-year pledge)
 - ✓ Selection of one recipient to help underwrite 4 years of higher education based on eligibility.
- Continue the comprehensive testimonial program for current scholarship recipients articulating how the NSCF scholarship program has impacted them. Utilize these comments to develop a video for the NSCF website.

Family Aid and Support Team (FAST)

- Continue to expand on year one

Development and Legacy Committee

- Refine direct mail program, increasing annual gifts by 10%.
 - ✓ Continue to evaluate current program
 - Current donors, lapsed donors, and those who have never given.
 - Number of mailings
 - Event connected mailings (Memorial Day, Veterans Day, etc.)
 - Message of mailings
- Expand Planned Gifts Program.
 - ✓ Continue to refine and evaluate constituency base
 - ✓ Continue direct mail program – semi-annual mailings
 - ✓ Offer estate planning seminars for Chapter
- If feasible launch an endowment campaign.
 - ✓ Develop prospect pool.
 - ✓ Explore the possibility of a challenge grant program
 - ✓ Develop campaign plan
- Hire Director of Development.

2018 Budget

2018 STRATEGIC PLAN IMPLEMENTATION BUDGET

REVENUE

CONTRIBUTIONS

Individuals	\$350,000
CFC	\$ 30,000
Chapters	\$ 75,000
Corporate	\$ 50,000
Estates	<u>\$ 50,000</u>
<u>SUB-TOTAL</u>	<u>\$555,000</u>

CORPUS INCOME

Restricted (Scholarships)	\$137,500
Unrestricted (Scholarships)	137,500
Unrestricted (Strategic Plan Implementation)	<u>198,500</u>
<u>SUB-TOTAL</u>	<u>\$470,000</u>
<u>TOTAL REVENUE</u>	<u>\$1,028,500</u>

EXPENSES

<u>Item</u>	<u>Cost</u>
<u>General Administrative and Operational Expenses</u>	
Salary + Benefits, Rent, Office Expenses, etc.	<u>\$250,000</u>
<u>SUB-TOTAL</u>	<u>\$250,000</u>

Committee Expenses

Transition Committee

Programs	\$4,000
Travel	<u>1,000</u>
<u>SUB-TOTAL:</u>	<u>\$5,000</u>

Heritage Committee

Ashore Museums/Venues	\$25,000
Afloat Museums	50,000
Supply Corps History Development	30,000
Travel	<u>5,000</u>
<u>SUB-TOTAL:</u>	<u>\$110,000</u>

Chapter Relations Committee

Reinvigorate Existing Chapters	\$ 5,000
Chapter Meetings in Conjunction with Board Meetings	10,000
Navy Supply School	10,000
Community Values and Tradition Programs	<u>15,000</u>
<u>SUB-TOTAL:</u>	<u>\$40,000</u>

Communications and Marketing Committee

Contract Employees	\$80,000
Website Updates and Maintenance	30,000
Oakleaf	21,000
Testimonials	3,000
Collaterals	<u>10,000</u>
<u>SUB-TOTAL:</u>	<u>\$144,000</u>

Recognition Committee

Chapter of the Year Award	\$4,000
Volunteer of the Year Awards	1,000
Distinguished Alumni Recognition	9,000
Innovator of the Year Award	<u>1,000</u>
<u>SUB-TOTAL:</u>	<u>\$15,000</u>

Scholarship Committee

Scholarships	\$275,000
Memorial Scholarships	35,000
Scholarship Board	5,000
Virtual Scholarship Set Up	1,000

SUB-TOTAL: **\$316,000**

Family Aid and Support Team **\$3,500**

Development Committee

Collaterals	15,000
✚ Planned Gift Direct Mail Program (2 years) @ \$5,000/year	
✚ Annual Program @ \$5,000	
Expansion of Direct Mail Program to 4 mailings @ \$7,500/ mailing	30,000
Director of Development	<u>100,000</u>

SUB-TOTAL: **\$145,000**

TOTAL EXPENSES **\$1,028,500**

ATTACHMENT 3

2019

Transition Committee

- Continue to refine list of major corporations who are good matches for hiring individuals with supply chain management skills -- i.e., industries such as cruise ships, health care, shipping (Amazon, Fed Ex, UPS), etc.
- Continue to refine the content for the NSCF website for Supply Corps Officers to access relevant tools, lessons learned, and resources.
- Strengthen the networks in high concentration areas (Norfolk, DC, San Diego, Atlanta, NYC, Florida, etc.) to better serve the needs of the transitioning officer.
- Continue the professional business card program for transitioning officers.

Heritage Committee

- Ashore museums/venues
 - ✓ Complete construction on Veterans Park WW II Supply Corps display.
 - ✓ Install exhibit in first museum/ashore venue.
- Afloat museums
 - ✓ Complete work on USS Wisconsin and continue work on other afloat museums.
 - ✓ Look for venue for Vietnam Era display.
 - ✓ Maintain accurate database of all potential platforms
 - ✓ Solicit/identify local points of contact to liaison with ships
- Curator
 - ✓ Look for Vietnam Era artifacts
 - ✓ Continue to maintain all material in virtual archives.
- Heritage Outreach Chair
 - ✓ Move travelling exhibit to new venue
 - ✓ Establish repository for collecting historical vignettes; develop lectures on Supply Corps history for Basic and SODHC
 - ✓ Provide input to speeches
- If feasible, develop plan for a permanent Supply Corps Heritage Center

Chapter Relations Committee

- Hire a FTE/PTE Foundation Chapter Coordinator
- Move forward with a grants program to resource Chapters in lieu of the CVT program

- Review exiting Chapters relations with Foundation for additional changes

Continue Chapter Educational update

- ✓ 501(c)(3) Review
- ✓ Programs Review
- ✓ Fundraising Review
- ✓ New needs

- Continue support of the Navy Supply School
- Obtain stories for every Chapter/Stakeholder touch point to feed web/Oakleaf/SM capabilities

Communications and Marketing Committee

- Continue to engage committee/program chair ownership of their website/social media content
- Revise Foundation collaterals, display board graphics, and Command Brief as needed
- Conduct ongoing database management review to eliminate duplicates, obtain new information and delete old, etc.
- Oversee scholarship recipient selfie program
- Contract employees on staff and providing social media support and data base management

Recognition Committee

- Continue to enhance plan to improve current recognition program through publicity, tangible awards, communications and broadened scope focused upon professional development, training, and lifetime achievements.

- Continue to refine highly desirable and significant mementoes for Distinguished Alumni, volunteers, awards winners, etc.
 - ✓ Navy Supply Corps Foundation Chapter of the Year Award. Two recipients selected annually (large and small chapter). Upon selection chapters will receive a monetary award to offset the cost of local event to recognize the Chapter award.
 - ✓ Navy Supply Corps Foundation Volunteer of the Year Award. Chapters are encouraged to nominate an outstanding volunteer annually, which, in turn, is directed to the NSCF Board of Directors for their consideration and selection. Upon selection, volunteers will receive an engraved NSCF clock.
 - ✓ Navy Supply Corps Foundation Lifelong Professional Development Innovator Award. A new award, it is intended to recognize individuals who have significantly impacted their chapter or the NSCF through special programs and initiatives.

- NSCF Board Members' Participation in Recognition Events
 - ✓ Attend and present specified awards in as many ceremonies as possible

Scholarship Committee

- Review scholarship program
 - ✓ Determine the number of scholarships and percentage of selection.
 - ✓ Eligibility
 - ✓ Publicity
 - ✓ Increase enlisted eligibility
 - ✓ Determine award size of scholarship
 - ✓ Review scholarship selection criteria

- Review scholarship committee/board
 - ✓ Composition

- Enhance mentoring program for scholarship recipients

- Review Memorial Scholarship Program

- Expand named scholarship program.
 - ✓ Minimum gift of \$10,000 (4 years at \$2,500/year – outright or multiple-year pledge)
 - ✓ Selection of one recipient to help underwrite 4 years of higher education based on eligibility.

- Continue the comprehensive testimonial program for current scholarship recipients articulating how the NSCF scholarship program has impacted them. Utilize these comments to develop a video for the NSCF website.

Family Aid and Support Team (FAST)

- Continue to expand on years one and two

Development and Legacy Committee

- Continue to evaluate direct mail program with the intent of increasing annual gifts by 10%.
- Establish special gifts effort focused on named scholarships at \$10,000.
- Endowment Campaign underway through an expanded Planned Gifts Program.
- Determine whether to continue planned gifts direct mail program. If yes, contract for another 2 years with Pentera (semi-annual mailings).
- Continue to offer estate planning seminars for Chapters.

2019 Budget

2019 STRATEGIC PLAN IMPLEMENTATION BUDGET

REVENUE

CONTRIBUTIONS

Individuals	\$500,000
CFC	\$ 30,000
Chapters	\$ 75,000
Corporate	\$100,000
Estates	<u>\$100,000</u>
<u>SUB-TOTAL</u>	<u>\$805,000</u>

CORPUS INCOME

Restricted (Scholarships)	\$150,000
Unrestricted (Scholarships)	150,000
Unrestricted (Strategic Plan Implementation)	<u>43,500</u>
<u>SUB-TOTAL</u>	<u>\$340,000</u>
<u>TOTAL REVENUE</u>	<u>\$1,148,500</u>

EXPENSES

<u>Item</u>	<u>Cost</u>
<u>General Administrative and Operational Expenses</u>	
Salary + Benefits, Rent, Office Expenses, etc.	<u>\$300,000</u>
<u>SUB-TOTAL</u>	<u>\$300,000</u>

Committee Expenses

Transition Committee

Programs	\$4,000
Travel	<u>1,000</u>
<u>SUB-TOTAL:</u>	<u>\$5,000</u>

Heritage Committee

Ashore Museums/Venues	\$25,000
Afloat Museums	50,000
Supply Corps History Development	30,000
Travel	<u>5,000</u>
<u>SUB-TOTAL:</u>	<u>\$110,000</u>

Chapter Relations Committee

Chapter Coordinator	\$50,000
Grants	15,000
Chapter Meetings in Conjunction with Board Meetings	10,000
Navy Supply School	<u>10,000</u>
<u>SUB-TOTAL:</u>	<u>\$85,000</u>

Communications and Marketing Committee

Contract Employees	\$80,000
Website Updates and Maintenance	30,000
Oakleaf	21,000
Testimonials	3,000
Collaterals	<u>10,000</u>
<u>SUB-TOTAL:</u>	<u>\$144,000</u>

Recognition Committee

Chapter of the Year Award	\$4,000
Volunteer of the Year Awards	1,000
Distinguished Alumni Recognition	9,000
Innovator of the Year Award	<u>1,000</u>
<u>SUB-TOTAL:</u>	<u>\$15,000</u>

Scholarship Committee

Scholarships	\$300,000
Memorial Scholarships	35,000
Scholarship Board	5,000
Virtual Scholarship Set Up	1,000

SUB-TOTAL: **\$341,000**

Family Aid and Support Team (FAST) **\$3,500**

Development Committee

Collaterals	15,000
✚ Planned Gift Direct Mail Program (2 years) @ \$5,000/year	
✚ Annual Program @ \$5,000	
Expansion of Direct Mail Program to 4 mailings @ \$7,500/ mailing	30,000
Director of Development	<u>100,000</u>

SUB-TOTAL: **\$145,000**

TOTAL EXPENSES **\$1,148,500**