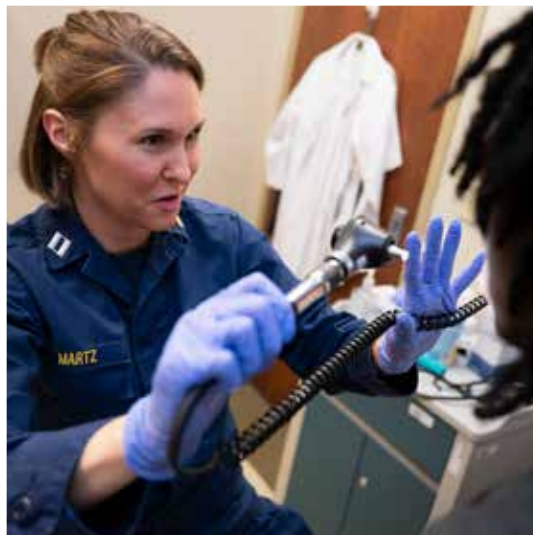




2027 TO 2032
STRATEGIC PLAN



EXECUTIVE SUMMARY

The Military Officers Association of America (MOAA) is a nonprofit, nonpartisan association that represents all branches and all ranks (officers and enlisted) of the uniformed services community, totaling more than 22 million current and former uniformed servicemembers and veterans as well as their families and survivors. As both a military service organization (MSO) and a veterans service organization (VSO), MOAA is uniquely positioned to support the entire spectrum of military service, from the newest recruits to the oldest veterans — and their families. Our advocacy mission is at the center of everything we do, and MOAA is investing in the people, partnerships, and capabilities that will strengthen our relevance, broaden our reach, and deepen our impact with members who come from all eight of the uniformed services — the Army, Marine Corps, Navy, Air Force, Space Force, Coast Guard, National Oceanic and Atmospheric Administration, and Public Health Service — plus the National Guard and

Reserve components. It comprises those who are or were active, reserve, and retired; veterans; and all associated spouses, surviving spouses, and family members.

As MOAA approaches its 100th anniversary, we do so with a clear understanding of what has sustained this association for nearly a century: a relentless commitment to serving our community and protecting the benefits earned through service. That mission is as vital today as it was at our founding.

We are committed to strengthening the value of membership for our more than 350,000 members, while creating pathways to connect with future members earlier in their service journey. Through growing partnerships with the service academy communities, senior military colleges, ROTC programs, and emerging military leaders, we are building relationships that will sustain MOAA for generations.



We are enhancing the member experience through expanded Premium and Life membership benefits, while using technology to create stronger connections, improve engagement, and build communities that transcend geography.

We are also building on the momentum of TotalForce+, a conference launched in 2025 as a strategic platform to convene military, government, industry, nonprofit, and community leaders to address the people-centric programs essential to sustaining and strengthening the all-volunteer force. TotalForce+ amplifies MOAA's ability to advance advocacy priorities, grow partnerships, expand reach, strengthen MOAA Charities, and connect future members to MOAA earlier in their service journey.

Across the country, our councils and chapters continue to extend MOAA's mission into local communities, strengthening our advocacy through grassroots leadership and service. At the

same time, MOAA Charities is expanding our impact through direct support to the uniformed services community, reinforcing MOAA's leadership among peer associations.

This strategic plan establishes and articulates our board of directors' mission, vision, values, and priorities that will foster and guide long-term success and improvement of the association. This plan provides strategic direction and is used to assess the health of the association. The responsibility to pursue the strategic priorities rests with the president and CEO, while accountability is maintained through the chairman and the board of directors.

As we enter our second century, MOAA is not simply preserving a legacy — we are building on it. The strategies we invest in today will ensure that, 100 years from now, the uniformed services community will still have a trusted advocate, a powerful voice, and an organization that never stops serving.





MISSION AND VALUES

MOAA advocates extensively with Congress and executive branch departments to preserve and protect commitments made on behalf of a grateful nation to the uniformed services community.

We are guided by our mission, vision, and values, which serve as touchstones for what we do, how we get there, and the principles and standards that define us.

- **Mission:** To preserve and protect earned benefits for the uniformed services community through advocacy, leadership, education, and service.
- **Vision:** To be the nation's most influential force protecting the interests and earned benefits of the uniformed services community.
- **Values:** Expressed by our commitment to Never Stop Serving and articulated through the tenets of service, leadership, respect for, and representative of the uniformed services community — past, present, and future.



THE ENVIRONMENT

The all-volunteer force has sustained our nation's military advantage for more than five decades. It has proved to be resilient through periods of peace and war, but it cannot be assumed to be permanently sustainable without the continued support of the nation, its leaders, and its citizens.

To recruit and retain the quality force needed to protect our nation, we must recognize that uniformed service is a continuum that includes those who served in the past, those who serve today, and those who will serve in the future. How we as a nation support this community will directly impact our ability to attract the next generation of servicemembers.

Military recruiting waxes and wanes from year to year. While recruiting efforts saw improvement in 2025, the services have faced significant challenges over the last few decades. The federal government's *2020 Qualified Military Available Study*, the most recent of its type, reported that only 23% of young Americans are currently eligible to serve without a waiver for fitness, academic, or conduct issues. This is a drop of 6 percentage points from previous estimates, according to the

study. The propensity to serve is also low, with only 9% of 16- to 21-year-olds having even expressed a willingness to consider service, according to the Pentagon's Joint Advertising Market Research and Studies program. This is a clarion call to action for the nation. MOAA is part of the solution, and we will strive to highlight the positive attributes of military service. The treatment and perceptions of this community are integral to our mission at MOAA, as we are often the last line of defense for health care, compensation, and overall quality-of-life drivers; protecting these earned benefits remains our core mission.

We embrace our role as a leading advocate for pay, housing, health care, child care, survivor benefits, and a variety of other family-support programs and benefits essential to keeping the all-volunteer force as a national strategic advantage. Our efforts are directly tied to the current and future success of the all-volunteer force.

While previous generations of military personnel served in a society where most families had a sole breadwinner, today's uniformed service families often rely on dual incomes. And

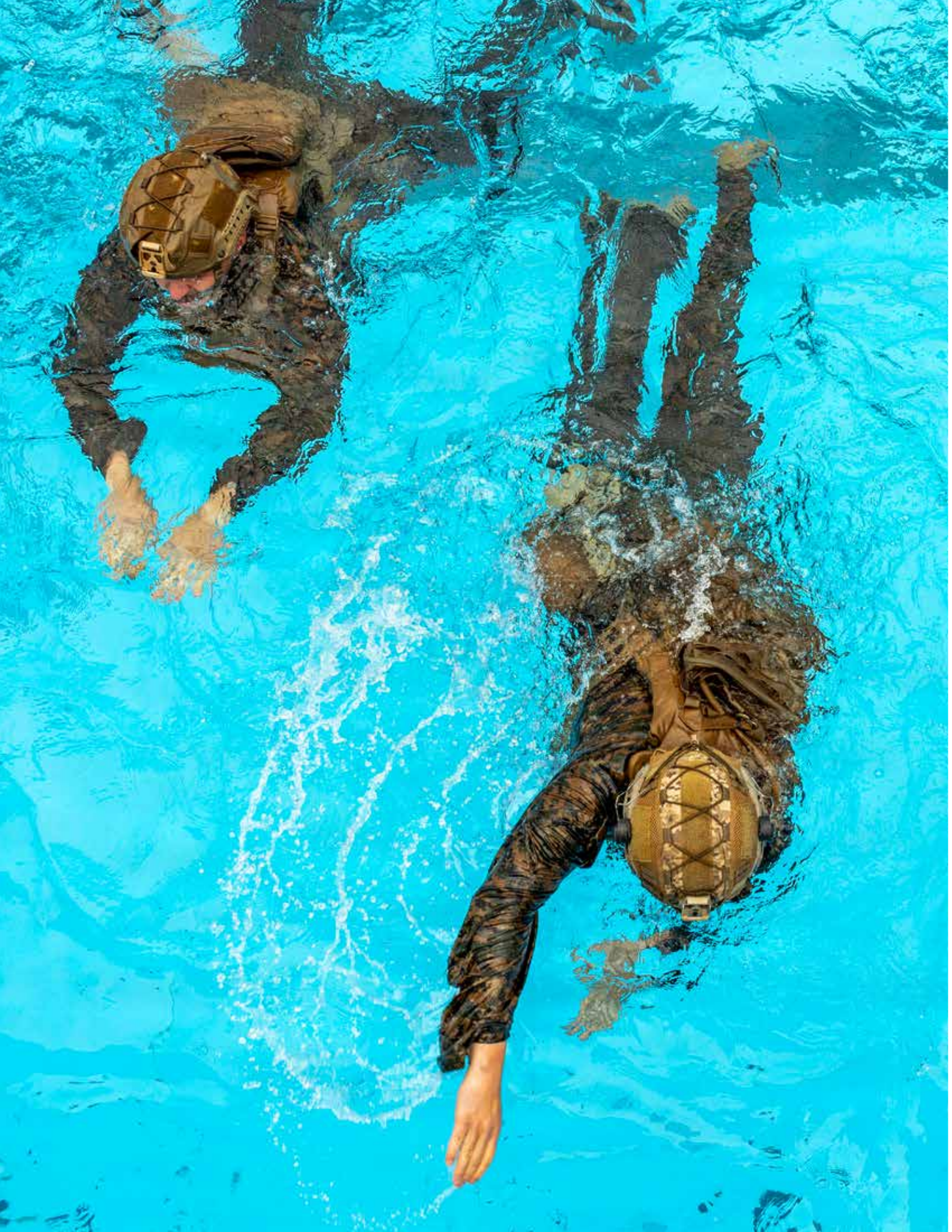


compared to earlier generations, military members today face more complex factors when attempting to secure their financial future.

The legislative environment offers an increasingly high degree of uncertainty and additional challenges. MOAA is uniquely positioned, as it is both a VSO with a focus on federal, state, and VA actions as well as an MSO focused on actions of the uniformed services.

The ballooning national debt and existing budget challenges require critical funding decisions and appropriate trade-offs between hardware and people. MOAA will ensure the people side of those decisions remains protected and that service-members continue to receive their earned benefits, including a funded, effective health care system.

In today's environment, MOAA remains focused on several strategic priorities, and we are prepared to adapt. For example, TotalForce+ is a new and significant effort partly designed to grow in scope and size, and bring in new members, all while addressing each of our strategic priorities.





STRATEGIC PRIORITIES

Since Feb. 23, 1929, MOAA has stood as a powerful advocate on issues ranging from military pay and health care to survivor benefits and disability compensation. MOAA's future requires us to support current members, expand the membership base, increase outreach to those currently serving, and reflect the priorities of the modern military.

Strategies center around priorities that, when addressed, will make MOAA stronger tomorrow and well into the future. This ensures we can continue to carry out our mission to preserve and protect the benefits servicemembers, retirees, veterans, families, and survivors have earned.

Our priorities are to:

- **Maintain key advocacy positions and mission focus.** MOAA should continue to be recognized and respected as the most influential association protecting the interests and earned benefits of the uniformed services community.
- **Grow and engage our membership.** We must expand MOAA's reach in order to increase basic, Premium, and Life membership as well as deliver high-quality benefits to members. This, in turn, will help fund MOAA's mission and activities. We will deliver value to our members through robust engagement by integrating effective communications, connections, services, and information supporting MOAA's priorities and missions.

- **Ensure viability of the chapter system.** Councils and chapters remain the heartbeat of our association, and they support our community engagement. MOAA must likewise support existing chapters and continue to expand its growing geographic and virtual chapter membership, uniting the community through shared interests and service experience.
- **Maintain a robust, relevant philanthropic posture.** MOAA will continue to strengthen the reach and effectiveness of its charitable programs, delivering meaningful support to the uniformed services community.
- **Secure and manage the resources that directly support MOAA's priorities and missions.** This includes the financial, human capital, technological, and infrastructure elements needed for the association to grow and succeed.

As MOAA approaches its second century of operation, the TotalForce+ conference represents a new initiative that will serve as a force multiplier across our strategic priorities by expanding our influence; strengthening our brand; deepening relationships across government, industry, nonprofits, and academia; and creating new opportunities to advance our advocacy, membership, revenue, and charitable objectives.



STRATEGIC PRIORITIES: ADVOCACY

MOAA's strategic priority of advocacy is to encourage the federal government to enact and maintain policies, compensation, and benefits that sustain an all-volunteer force in terms of the size and quality needed to maintain a strong national defense while also fulfilling commitments to the uniformed services community. The issues we champion must align with the foundational ones upon which MOAA's reputation is built: compensation, benefits, and quality of life.

Goals:

- **Compensation:** Safeguarding military pay and compensation commensurate with the private sector, while also sustaining COLA raises.
- **Benefits:** Protect against erosion driven by cost-cutting measures, while ensuring the military health system sustains beneficiary access. Advocate for timely access to VA benefits and stronger Pentagon-VA collaboration. Oppose efforts to use earned benefits to offset the cost of government improvements.
- **Quality of life:** Advance and defend both quality-of-life programs for all and employment opportunities for veterans and military spouses.

Strategies:

To achieve these goals, MOAA's Government Relations team

has adopted an approach that maintains a focus on enduring priorities and key, top-line issues. The team is also creating a tiered approach to prioritizing its yearly legislative mission that takes into account alignment to MOAA's mission, expertise of MOAA staff, momentum in Congress, MOAA member interest, and cost.

Enduring priorities:

While yearly congressional priorities, actions, and activities might change, MOAA remains steadfast in its commitment to its enduring priorities, which involve long-term issues affecting MOAA members and areas in which MOAA will remain active and engaged until legislative success is achieved. These items will continue to receive sustained attention, though the level of effort may vary over time. Examples include the Major Richard Star Act and access to national cemeteries.

Top-line issues:

These are issues of such significance that crossing them would trigger a full-scale advocacy campaign, including mobilization of MOAA members, affiliate organizations, The Military Coalition, and aligned VSOs and MSOs. Examples include:

- Reductions to scheduled military pay increases established by law.



- New fees within TRICARE or the TRICARE Pharmacy Program.
- TRICARE cost-sharing increases that exceed military retired pay COLA, or pharmacy cost-sharing increases that exceed common industry practice.
- Unequal reductions in compensation or benefits based on rank, age, family composition, retirement status, or disability status.
- Reductions or erosion of COLA.

Advocacy tiers:

A tiered prioritization system guides annual and congressional-cycle advocacy efforts and resource allocation. This system includes methods to develop targeted advocacy and communications strategies designed to maximize impact.

• Tier 1: Focus of advocacy and legislative action

- Highest-impact advocacy issues with the strongest opportunities for direct engagement with members of Congress, committee leadership, key districts, and congressional staff.
- Receive the greatest investment of MOAA's time, resources, and messaging efforts.

- Serve as the centerpiece of Advocacy in Action and year-round campaigns.

• Tier 2: Important and actively monitored

- Issues that remain important and under active consideration but do not receive the same level of intensity or resource commitment as Tier 1 priorities.
- May involve ongoing engagement, coalition participation, monitoring, or issue development.
- Can be elevated if circumstances create greater urgency or opportunity.

• Tier 3: Areas of support

- Issues aligned with MOAA's core principles and policy positions where MOAA generally serves in a supporting role.
- Engagement typically occurs in response to requests from partner organizations, including VSOs and MSOs.
- MOAA may lend its voice and support when appropriate but does not typically lead the effort or commit significant resources.



STRATEGIC PRIORITIES: MEMBERSHIP & ENGAGEMENT

This strategic priority is to grow membership, which is the basis of MOAA's influence and success, by employing strategies that result in long-term growth with a focus on increasing Premium and Life membership to help fund MOAA's mission and activities. We will deliver value to our members through robust engagement by integrating effective and relevant communications, connections, services, and information directly supporting MOAA's priorities and missions. In addition to our own members, we will support MOAA's missions through communications that inform and influence our military coalition partners and government decision-makers.

Goals:

Grow and maintain basic, Premium, and Life membership while focusing on younger generations essential for the future of MOAA.

Membership strategies:

- Enhance and refine the member experience to ensure messaging and engagement opportunities align with a current or prospective member's unique needs.
- Expand outreach initiatives that support greater exposure to MOAA benefits.
- Monitor the effects of the approved dues strategy and adjust, if needed, to ensure membership dues continue to contribute to MOAA's overall financial health.
- Align efforts related to membership, councils and chapters, member services, and charities with the aim of increasing engagement, relevance, and membership.
- Examine membership eligibility requirements and related considerations, including potential changes to the association's name and tagline.
- Leverage TotalForce+, roundtables, webinars, and related engagements to strengthen relationships across the uniformed services community while increasing awareness of MOAA's mission, value, and membership opportunities.

Engagement goals:

- Offer a robust suite of exclusive communications, products, services, and events that enhance MOAA's value proposition and deliver relevant content and value to our members.

- Convey MOAA advocacy information to external audiences, including partner organizations within The Military Coalition and government decision-makers, through a range of means, including digital and print media.

Engagement strategies:

- Collectively leverage MOAA's board of directors, MOAA staff, the network of MOAA council and chapter affiliates, and an informed membership at-large to advance the association's goals and objectives.
- Serve as a trusted source of information by demonstrating MOAA's expertise in advocating for and advancing the health and welfare of the uniformed services community.
- Provide exclusive programs and best-in-class offerings, such as career-transition support and affinity partnerships, that provide relevant and personalized value for a diverse audience of current and prospective members.
- Deliver a high-impact member experience that is relevant across careers and life stages.
- Continue to leverage, enhance, and grow our print, digital, and social communication channels to better engage with the broad service community and strengthen our membership.
- Maximize positive engagement opportunities to expand MOAA's membership.
- Inform and inspire a demographically diverse audience through increased use of social media and other digital media.
- Attract and motivate members and nonmembers — particularly younger people, those currently serving, and decision-makers — to attend MOAA's TotalForce+ conference.





STRATEGIC PRIORITIES: COUNCILS & CHAPTERS

This strategic priority is to grow and strengthen a nationwide network of active and engaged affiliates to influence legislation, serve their local communities, grow membership at the local and national levels, and increase MOAA's brand awareness nationwide. We embrace an integrative approach with an emphasis on growing our virtual network and legislative advocacy engagement.

Goal:

Increase chapter membership with an emphasis on younger members.

Strategies:

- Increase the percentage of national members participating in the chapter system, in part by improving prospect and member data provided to chapters. Likewise, increase the percentage of affiliate members becoming national members by communicating the value of national membership.
- Stimulate growth in the virtual chapter network by identifying prospective virtual chapter leaders and providing them with appropriate resources to establish additional chapters focused on supporting our mission, vision, and values.
- Explore alternate council and chapter structures to adapt to variations in recruiting environments and other characteristics of geographic areas or affinity groups.
- Maintain a vibrant, welcoming, and accessible chapter system through programs that incentivize recruitment and retention of younger members, surviving spouses, and other underrepresented populations.
- Increase the role and influence of councils within the chapter system in training, recruiting, and communications. Incentivize council involvement in chapter development, and likewise, incentivize active chapter participation in state and virtual councils.
- Continue to strengthen communications channels within the chapter network by various means, such as conducting periodic virtual and in-person leadership workshops as well as recognizing exemplary communications and management practices.
- Explore new technological solutions to provide councils and chapters with improved tools and resources facilitating legislative engagement, recruiting and retention, and networking.
- Encourage councils and chapters to use grants and other MOAA resources to maximize chapter health and effectiveness.
- Use insights and relationships generated through TotalForce+ to inform councils and chapters of emerging issues, partnership opportunities, and community-level engagement that support MOAA's grassroots advocacy and service.





STRATEGIC PRIORITIES: PHILANTHROPY

The philanthropic efforts behind this strategic priority are to improve the well-being of the uniformed services community through the use of MOAA Charities. MOAA's charitable mission dates back more than 77 years with the creation of the MOAA Scholarship Fund. In the decades that followed, we continued to expand our mission and created The MOAA Foundation, offering valuable support in career transition, professional development for spouses, and community service, while also providing crisis-relief grants. In 2026, the Platinum-rated charities combined to form MOAA Charities. This change reflects a thoughtful, strategic effort to increase our impact while preserving the programs, donor options, and traditions that are core to our mission. MOAA Charities will be able to dedicate more time and resources to delivering programs and improving donor experience while reducing administrative overhead and streamlining financial reporting and governance.

Goals:

The goals of MOAA Charities are to ensure our programs continue to meet the needs of the uniformed services community and to ensure the support provided is equal or greater to what was provided prior to merging the charities.

Strategies:

- Monitor program impact and community needs by reviewing program data annually. Ensure support levels meet or exceed premerger baselines.
- Combine and streamline MOAA Charities' online presence and donation experience. Ensure we maintain or increase the number of recurring donors and the average gift size.
- Establish and implement a unified stewardship plan to maintain or increase donor retention.
- Expand awareness and reach by leveraging existing MOAA communication channels. Build and strengthen external relationships with mission-aligned organizations and leaders.
- Leverage TotalForce+ to expand awareness of MOAA Charities, strengthen relationships with philanthropic and corporate partners, and identify community needs that support MOAA Charities' mission and programs.



STRATEGIC PRIORITIES: RESOURCES

Through effective governance and planning, this priority is to secure the required human capital, technological, infrastructure, and financial elements required to achieve our mission.

Governance and strategic planning goals:

Ensure oversight and good governance practices by the board of directors across its fiduciary and legal responsibilities, as well as provide the board with an informed, engaged, effective, and forward-looking focus on MOAA's mission.

Governance and strategic planning strategies:

- Develop and implement sound governance policies and procedures for the board of directors.
- Ensure board members are selected based on merit, qualification for nonprofit board membership, and an ability to meet the strategic needs of the organization.
- Continuously assess business practices and activities to avoid degradation of resources or reputation.
- Monitor the board's effectiveness through regular assessments.
- Monitor the degree to which board members have the knowledge and experience to guide MOAA as we prepare for future challenges. Identify any areas requiring additional education and training, particularly those involving financial management and membership development.
- Maintain a six-year strategic plan and its associated metrics.

Human capital goals:

Attract, develop, and retain the talent MOAA needs to meet emerging challenges, seize new opportunities, and succeed in a rapidly changing environment.

Human capital strategies:

- Continue to position MOAA as a desirable place to work.
- Encourage collaborative engagement among the staff.
- Conduct and make available staff training and professional development plans and programs.
- Maintain a culture where employees are encouraged to seek and exploit opportunities for innovation.

Technology goals:

Leverage and optimize MOAA's investment in technology by increasing work efficiency and effectiveness across the organization while protecting our critical systems and sensitive data.

Technology strategies:

- Ensure MOAA's association-management software provides the most cost-effective and adaptable means of managing relationships and communications with members.
- Integrate proven technology across all workflows and business processes.
- Leverage technology to deliver and enhance member value.
- Maintain cybersecurity protocols across the MOAA information technology enterprise.

Financial goals:

Enable MOAA's success, and serve as prudent and effective stewards of financial resources. MOAA relies on disciplined and professional financial management to meet its core funding needs, provide the resilience needed to withstand adverse economic conditions, and maintain strategic flexibility.

Financial strategies:

- Maintain long-term investment portfolio growth through sound investment guidelines and sustainable withdrawals.
- Seek alternative revenue-generating opportunities to reduce dependence on investment income for operations, while also working with all business units to identify non-dues revenue opportunities.
- Explore new alliances with other organizations to increase revenue, reduce expenses, or do both.
- Evaluate and control budgets to meet operational needs and remain within board-approved portfolio draw targets.
- Ensure our financial management systems fully support best accounting procedures, including internal controls.
- Optimize the use of MOAA's capital assets, facility, and equipment through planning as well as preventative and routine maintenance.



For the past century, MOAA has been an association of officers, but it has never been only about officers. We are an association that supports all ranks across all services, and we do so with the strength and dedication of our membership.

Today, our membership is more than 350,000 strong, and we serve 22 million current and former uniformed servicemembers and veterans as well as their families and survivors.

MOAA has adapted during its first 100 years, and we must continue to adapt, embracing technology and data-driven decision-making to better serve our audiences. The result will be an association ready to serve the next 100 years, attuned to the needs of our members and the needs of future generations of servicemembers.



Military Officers Association of America

201 N. Washington St.
Alexandria, VA 22314
(800) 234-6622
www.moaa.org

