



National Society Sons of the American Revolution Operational Plan 2030 (DRAFT – 3/19/25)

Mission Statement

The Sons of the American Revolution honors our Revolutionary War patriot ancestors by promoting patriotism, serving our communities, and educating and inspiring future generations about the founding principles of our Country.

Vision Statement

We will be a leading promoter of the study of the American Revolution and an advocate for our Nation's founding principles.

Core Values

Core Value	Action Statement
Integrity	Be honest, respectful, and ethical
Patriotism	Demonstrate love, support, and defense of the United States of America
Leadership	Inspire others to achieve our mission
Education	Inform the public about America's founding history

Strategic Goals and Operational Objectives

Strategic Goal #1: People - Build an organization and culture that advances the mission and grows membership. **[Recommendation - Registrar General]**

Operational Objectives

- A. Develop and implement a comprehensive National online onboarding program by 2026 whereby all societies have access to the onboarding program for new members.
 - 1) Identify and benchmark DAR, Society of Cincinnati, and C.A.R. by early 2026.
 - 2) Incentivize participation of new members in the onboarding program by 2026.
 - 3) Identify participation within SAR by early 2026.
- B. Increase membership retention to 95% through increased participation in SAR programs at the National, District, State and Local levels by 2030. Intermediate retention rate targets are: 1/1/2024 (87.5%); 1/1/2026 (90%); 1/1/2028 goal (92.5%); 1/1/2030 goal (95%). Registrar General reports appropriate data monthly including trend analysis.
- C. Establish a 3% annual net membership growth by 2028.

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D. Membership Committee, Council of State Presidents: Appeal to the values expressed in the mission statement and core SAR/American values and principles to attract, train, involve, and retain members that aggressively grows our membership by 2030.

- 1) Membership Committee recommends annual targets for recruitment and retention to the Executive Committee for approval and publication to the membership at each Spring Leadership.
- 2) Information Technology Committee, in conjunction with the Registrar General, Genealogist General, and the Genealogy Committee, will create and implement a digital/paperless online membership application as soon as possible but no later than 1 June 2027.
- 3) Membership Committee will update and issue new recruitment, retention and reinstatement tools and best practices for state societies and chapters to support the annual recruitment and retention targets as approved by the senior leadership annually.
- 4) Education Committee will develop and deliver a training continuum for new members, committees, chapter officers, state officers, and general officers with an array of training materials by 2028.
- 5) Grow the net number of chapters by 3% per year.
- 6) CoSP and the VPGs will conduct an annual reinstatement program to re-engage inactive members with goal of 100% contact from the last 5 years.
- 7) Grow the number of Junior members by 5% per year.

E. Executive Director: Develop plan to build and retain a professional staff to meet the Society's future growth and needs by June 15 annually.

- 1) The Executive Director, with support from the Human Resources Committee and related committees, shall periodically assess the plan.
- 2) The Executive Director shall provide the budget inputs and resource requirements to implement the goals of the strategic plan.

Strategic Goal #2: Historical Programs – Commemorate people, events, and documents; preserve records and artifacts; and support the study of the American Revolution.

[Recommendation – Historian General]

Operational Objectives

A. Commemorate the people, events, and documents of the American Revolution by promoting and growing public engagement in our ceremonies.

- 1) Each state and chapter will develop “Their” signature event. One annual event that they will be known for in their local community. Events identified by 1 June 2026.

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- 2) Each state and chapter will support SAR 250 signature events with a parallel event they sponsor in partnership with local historical, veteran, and/or civic organizations annually starting in January 2026.
- 3) Participate in state and local 250 commissions to promote the SAR commemorative events during the Decade of the American Revolution by 1 June 2026.
- 4) Partner with the DAR, C.A.R., and other groups to plan and execute a joint 250th Anniversary celebration on 4th of July 2026.
- 5) Partner with other Heritage/Preservation Groups to post 250th Anniversary markers in your town through 2033.

B. Preserve the records, artifacts, and sites of the American Revolution by developing a SAR program with emphasis on partnering with historic and battlefield preservation groups.

- 1) NSSAR History Committee will develop and promote an annual SAR preservation program or theme in partnership with other preservation organizations by July 2028
- 2) NSSAR History Committee develop the funding to promote and recognize outstanding SAR preservation efforts through the annual SAR Historic Preservation Award by 1 July 2030.
- 3) NSSAR History Committee will define and develop a historic preservation grant program within the SAR to fund the preservation efforts of chapters and states by 1 July 2030.

C. Support the study of the American Revolution by developing a center of excellence in history that will grow SAR brand recognition within the historical community

- 1) Develop an Advisory Council of Professional Historians by January 1, 2026.
- 2) Develop an annual SAR Book Award by July 2027.
- 3) Increase the number of articles published in the SAR Magazine from professional historians and recognized authors of the American Revolution to 3 a year, by July 2028
- 4) NSSAR History Committee and the host society develop Battlefield Orientation Guides for every Battlefield or Campaign that is on the Historic Sites and Celebrations List creating five new guides per year with one aligned to that year's signature events. Complete by 2032.

D. Work with the Education Committee, the Museum Board, and IT Committee to make the Virtual Component of the Education Center and Museum available globally.

- 1) Work with bookstores, libraries, and other organizations to schedule Author presentations by July 2026.
- 2) Develop and expand the list of 'qualified' speakers and presentations to be made available via Zoom or through subscription services by July 2027.
- 3) Make Revolutionary War Rarities Podcasts a profit center by July 2028.

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- E. Market the SAR Enterprise, consisting of the Education Center and Museum and the Genealogical Research Library, as a regional heritage tourism destination by end of 2028.
 - 1) Partner with the Louisville Tourism and other museum row attractions to market Louisville as a place to visit.
 - 2) Become the place in middle America to learn about our American Revolution.
 - 3) Become a field trip destination for local schools in the Kentuckiana Region.
- F. Develop a comprehensive Historical Documents Digitization Plan with funding by the end of 2030 that encompasses the following:
 - 1) Development of a program for Scanning and Indexing of all records.
 - 2) Scan Two Dimensional Artifacts and Institutional Archives within the Library Collection.
 - 3) Scan Records relating to the History of the SAR.
 - 4) Index digital files.
 - 5) Marketing of the digital capabilities and access to the Genealogical Research Library.

Strategic Goal #3: Patriotic Programs – Inspire a sense of patriotism based on America's founding. **[Recommendation - Secretary General]**

Operational Objectives

- A. Grow our Color Guard and the scope of its mission.
 - 1) Train and safety certify every Society Color Guard by 2030.
 - a. 100% Youth Protection Trained and Certified by July 2025.
 - b. State Color Guard Commanders will enforce compliance and ensure Youth Protection Safety Training is tracked locally by July 2025 and updated annually.
 - c. NSSAR Color Guard Commander publish an updated Black Powder Program by 31 Dec 2025.
 - i. 100% of State Color Guard Commanders which fire black powder implement the National Black Powder Safety Training program by 31 Dec 2025.
 - ii. 100% of State Societies which fire Black Powder have appropriate level of insurance coverage for ALL SAR events in which black powder is fired.
 - d. NSSAR Color Guard Artillery Commander establish safety standards for cannon and mortar firing and publish them in the NSSAR Color Guard Handbook by 31 December 2025.
 - e. NSSAR Color Guard Commander establish a uniform Safety/Risk Management training program by 31 December 2026.
 - 2) Increase the number of State Society Color Guards from 41 to 50 by the 31 December 2031.
 - a. NSSAR National Color Guard Commander and Staff assist in establishing one new State Society Color Guard every year.

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- 3) Increase the number of Chapter Color Guards from 66% to 75% by 2030.
- 4) State Color Guard Commanders increase their State Color Guard by 2% annually; 71% by 2028.

B. Honor America's First Veterans by recognizing those who have served and continue to serve in today's Armed Forces.

- 1) Expand the number of SAR Representatives at Veteran's Administration Medical Centers (VAMCs), Center for Development and Civic Engagement (CDCEs) by 20% annually until 100% representation is achieved by 31 December 2029. Targets to achieve are 77 VAMC's with SAR Representation by 31 December 2026; 92 VAMCs by 31 December 2027; 112 VAMCs by 31 December 2028.
- 2) Increase Chapter level USS Stark Memorial Report (Stark Report) submissions by 50% from the 2023 submission target of 250 (219 actual) to 375 by 2030.
 - a) Increase Chapter level Stark Report submissions by 18 additional chapters to the previous year submission, each year.
 - b) Prepare, deliver, and post annual training on the Stark Report on SAR University by 31 March 2026 and annually thereafter.
- 3) Increase Compatriot Veteran Recognition.
 - a) Each State establish a Veterans Committee and appoint a State Veterans Committee Chairman by 30 May 2026.
 - b) Identify and recognize Compatriot Veterans by State societies by 31 Dec 2026.
 - c) 100% Applicant identification of veteran status by State Societies by 31 Dec 2027.
- 4) Establish Active Duty, Guard, and Reserve individual and unit recognition programs by 2031.
 - a) The Historian General will work with the 'History Commands' of the various services to identify "Legacy Units" for recognition in conjunction with the 250th Anniversary of the battles they fought in.
 - b) State Societies will identify and award National Guard and Reserve within their states with a particular focus on 'Legacy Units' that are descended from Revolutionary War units.
 - c) Each State Society President implement/monitor a program in which returning MIA/POWs are honored by 4 July 2026.
- 5) Partner with local Veteran's Organizations to sponsor a Joint Event for Veterans by 31 December 2026.
 - a) Appoint an SAR Liaison Officer to the American Legion by 31 December 2025.
 - b) Appoint an SAR Liaison Officer to the Veterans of Foreign Wars by 31 December 2025.
- 6) Conduct a Joint Flag Retirement Ceremony with a local Veteran's Group by 31 December 2026.

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- C. Expand recognition of Public Service by 2028.
 - 1) Develop metrics for the expansion of recognition of existing Public Service awards by 2028.
 - 2) Identify and consider award of new categories of Public Service for recognition by 2028.
 - 3) Each State Society annually awards Law Enforcement, Fire & Safety, EMS, Lifesaving, and Heroism medals.
- D. Establish and support Constitution Day/Week Activities in our communities by 2030, seven years before the 250th Anniversary of the Signing of the Constitution.
 - 1) At least 275 Chapters nationally will sponsor or participate in Constitution Day.
 - 2) 100% of State Societies will establish liaison with DAR State Societies for Constitution Day Week activities by 2029.
 - 3) 100% State Societies will coordinate with local/state/federal government officials to issue Constitution Day/Week proclamations.

Strategic Goal #4: Educational Programs – Educate the public with an accurate understanding of our Nation’s founding and history, and its importance today. **[Recommendation – Historian General]**

Operational Objectives

- A. SAR Education shall establish a professionally recognized Education Center by 1 January 2028.
 - 1) Shall be a recognized clearinghouse of American Revolution education materials by 1 January 2026.
 - 2) Shall become recognized as an authority on American Revolution History through the establishment of a historian advisory council by 1 January 2026.
 - 3) The SAR Education Center and Museum will be accredited (Bronze Level) by American Association for State and Local History (AASLH) Standard and Excellence Programs for History Organizations (STEPS) program by 1 January 2028.
 - 4) A fund-raising effort shall be established to raise funds for education programs by 1 January 2026.
 - 5) Appoint State Society Education Directors who will champion the SARs Education and Youth Awards Programs with their local schools achieving 80% society participation by 1 July 2026.
- B. SAR Education Programs shall research, fund, and establish a Virtual infrastructure in 2028.
 - 1) SAR shall become a resource for other organizations and institutions by partnering with other organizations for co-branded online education events in 2028.

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- 2) SAR shall become recognized by younger age groups through the utilization of virtual education resources accessible online and via the SAR Education Center in 2028.
- 3) A fund-raising effort shall be established to supplement funds to support the expansion of a virtual education infrastructure by 1 January 2026.

C. SAR Education Programs shall establish a recognized publishing program by 2030.

- 1) Shall publish material that advances the study of the American Revolution and furthers the mission of the SAR by 2030.
- 2) Shall establish a Fellowship/Grant to fund professional historian research of the American Revolution resulting in publications attributed to the SAR by 2030.

Strategic Goal #5: External Relations – Promote our public image as a patriotic, historical, and educational service organization. **[Recommendation – Secretary General]**

Operational Objectives

- A. Communications and Marketing Committee will research and implement a comprehensive public relations campaign by the end of 2028 with the goal of increasing name recognition.
 - 1) Create an estimated cost and budget for said public relations campaign by the end of 2027.
 - 2) Hire a public relations firm by the end of 2028.
 - 3) Identify Key Performance Indicators (KPIs): Research and understand the value, in dollars and member numbers, of each advertising modality.
 - 4) Identify and educate a Communications Point of Contact at the State and, where appropriate, Chapter level.
 - 5) Establish a Crisis Communication Policy and Plan by the 31 March 2026.
 - 6) Establish a Communication Policy and Plan by the end of 2027.
- B. Create and fund a program, process, and presentation booth package/traveling tool kit by July 2027.
 - 1) Identify and solicit SAR participation with external organizations or entities where current participation is absent.
 - 2) Leverage Patriot Research System (PRS) data with other external websites (e.g., Ancestry, FamilySearch) as a marketing tool.
 - 3) Enhance interaction with business and civic groups in Louisville and the chapter, state and national levels.
 - 4) Partner with state and local historical societies and participate in their events and conferences by July 2030.
- C. Continue to build relationships with other organizations, especially the C.A.R. and DAR, to enhance our common mission.

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- 1) C.A.R.:
 - a) Increase senior leadership by 5% by 2028.
 - b) Increase transition to membership rate by 5% by 2028.
- 2) DAR:
 - a) Increase number of chapters with a DAR/SAR Liaison Chairman by 5% by 2028.
 - b) Increase usage of DAR Finder Form by 10% per year.
 - c) Increase and enhance SAR chapter recognition of DAR contributions to 15% of chapters within state societies by the end of 2028, and 20% by the end of 2030.
 - d) Increase and enhance SAR/DAR presences at each other's respective meetings or activities with a goal of at least once per year per SAR chapter by the end of 2026.

D. Communications and Marketing Committee plan, fund, and staff assets to promote/advertise the NSSAR utilizing social media by the end of 2027 with the goal of increasing name recognition.

- 1) Author a procedure for social media and public relations content for committees, programs, etc.
- 2) Identify Key Performance Indicators (KPIs): Research and understand the value, in dollars and member numbers, of each advertising modality.
- 3) Create a comprehensive inventory of Society “assets” and establish a marketing strategy for each.
- 4) Create a comprehensive inventory of Social Media “assets” and establish a marketing strategy for each.
- 5) Integrate social media strategies with relevant committees’ goals and objectives.
- 6) Implement social media advertisements and communication programs.

Strategic Goal #6: Internal Operations – Provide the necessary resources and infrastructure to support members and staff in accomplishing our goals. **[Recommendation – Treasurer General]**

Operational Objectives

- A. Develop a personnel plan for SAR HQ to support the membership needs as defined by the Strategic Plan 2035 by 2026 Spring Leadership.
 - 1) Determine staffing needs based on priorities in operational plan.
 - 2) Recruit best qualified personnel to fill staffing needs.
 - 3) Review compensation annually based on performance and market comparisons.
 - 4) Review and update job descriptions as needed.
 - 5) Provide training tools and seminars for staff to improve skills.
- B. Fund and Implement (including training) a fully integrated Enterprise Resource Planning (ERP) system at SAR HQ with Security Assertion Mark-up Language (SAML) interface

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and Single Sign On (SSO) capability with access permissions coordinate with role by 2030, including:

- 1) Accounting and reporting.
- 2) Merchandise ordering, sales, inventory control and distribution including drop shipments.
- 3) National dues billing.
- 4) Application fee processing.
- 5) Donations processing.
- 6) Record copy fee purchasing and distribution.
- 7) Subscription fee processing for access to proven lineage information if justified.
- 8) High speed local area network (LAN) and computer equipment to support software in use and access to wide area network (WAN).
- 9) Fully integrated with necessary databases.

C. Fund and digitize the member application process from submission to approval by 2027.

- 1) Standardize application form.
- 2) Digitize supporting documents.
- 3) Marketing of online access to the PRS and Supporting Documentation for Record Copies.

D. Fund the completion of the membership database including all members, patriot ancestors, record copies and grave locations by 2030.

- 1) Digitize and index all current paper records and supplement funding with record copy fees when possible.
- 2) Upgrade genealogist and registrar staff computer equipment where needed.

E. Develop and implement in a phased approach by 2028 a SAR University that consolidates required training and qualification regimen for leadership, genealogy research, application preparation, and educational outreach detailing ways to improve relations and productivity, including:

- 1) New member orientation.
- 2) Chapter officers training.
- 3) State officers training.
- 4) General Officer training.
- 5) Committee chairmen training at national, state and chapter levels.
- 6) Color Guard training.
- 7) Media relations training.
- 8) Youth Protection Training for all designated roles.

F. Utilize the IT Special Purpose Operating Fund to pay for the internal operations IT projects listed above to supplement the Alexander Hamilton Fund annual distribution beginning in 2025.

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- 1) Publicize and solicit donations to the IT Special Purpose Operating Fund.
- G. Form a task force of relevant committees and staff to identify and prioritize IT projects by the end of 2025.
 - 1) Communicate to members the amount of funds needed and project purpose and invite donations.
 - 2) Provide progress updates on projects funded and completed.