



JUNE 2015

DISABLED AMERICAN VETERANS STRATEGIC PLAN



KEEPING OUR PROMISE TO
AMERICA'S VETERANS



Goals, Success Metrics and Strategies

Goal 1: SERVICE

- Goal: Enhance DAV's position as the preeminent provider of professional services and advocacy for ill and injured veterans and their families.
- Success Metrics: All veterans and their families represented by DAV receive the benefits to which they are entitled.
- Strategies:
 - Recruit, train and retain the best professional employees;
 - Redirect resources to optimize effectiveness of representation;
 - Maximize the use of Department and Chapter Service Officers;
 - Optimize technology in providing services;
 - Strengthen communication and influence with VA; and
 - Increase awareness of DAV's Service programs through new outreach efforts and tools.

Goal 2: EMPLOYMENT

- Goal: Be the leader among veterans service organizations in connecting transitioning service members, ill and injured veterans and their spouses with meaningful employment opportunities.
- Success Metrics: DAV is the number one recognized veterans service organization in providing exposure to job opportunities.
- Strategies:
 - Create comprehensive resources and materials that assist individuals in finding and obtaining meaningful employment;
 - Educate employers about the benefits of hiring veterans and their spouses;
 - Implement initiatives that enhance the acceptance of military skills, licensure and certifications; and
 - Coordinate community-based resources with federal, state and county employment agencies.

Goal 3: VOLUNTARY SERVICES

- Goal: Recruit and retain volunteers to improve the quality of service to ill and injured veterans and their families.
- Success Metrics: Optimized number of volunteer participants and volunteer service hours.
- Strategies:
 - Proactively influence VA's removal of barriers that inhibit volunteerism;
 - Increase participation in the Local Veterans Assistance Program;
 - Improve coordination between DAV and Department of Veterans Affairs Voluntary Services initiatives;
 - Build strategic partnerships to recruit new volunteers; and
 - Develop and promote volunteer opportunities.

Goal 4: LEGISLATION

- Goal: Increase DAV's ability to influence public policy in furtherance of DAV's mission to advance the interests of all ill and injured veterans, their families and survivors.
- Success Metrics: DAV is the leading voice advocating for ill and injured veterans, their families and survivors.
- Strategies:
 - Establish new grassroots activism structure that adapts to new technology;
 - Enhance coordination and expand use of all DAV communication tools to support advocacy;
 - Strengthen and build veterans service organization and stakeholder coalitions; and
 - Develop and implement proactive campaign plans to influence positive legislation outcomes for veterans.

Goal 5: MEMBERSHIP

- Goal: Increase DAV membership and provide opportunities for future generations of ill and injured veterans to become involved in DAV programs and activities.
- Success Metrics: Increased life membership and engagement opportunities.
- Strategies:
 - Enhance engagement with the veteran community;
 - Develop ways to attract and retain a diverse and inclusive membership; and
 - Optimize recruitment strategies and develop new approaches.

Goal 6: COMMUNICATIONS

- Goal: Increase organizational awareness to educate the public and veterans about DAV's unique services and messages.
- Success Metrics: Substantively enhanced national awareness.
- Strategies:
 - Strengthen DAV's identity and branding campaign to promote greater public awareness;
 - Empower members and supporters to promote public knowledge of DAV's services and issues important to ill and injured veterans and their families;
 - Develop outreach partnerships to advance awareness of DAV and disabled veterans' issues and initiatives that improve the quality of life for them, their caregivers and families;
 - Engage in proactive media outreach; and
 - Use digital resources to increase public engagement and support organizational goals.

Goal 7: FUNDRAISING

- Goal: Diversify and rebalance fundraising sources to responsibly sustain and grow DAV.
- Success Metrics: Increased net fundraising growth.
- Strategies:
 - Generate additional support from donors;
 - Enhance donor acquisition;
 - Strengthen donor retention; and
 - Optimize direct mail program.

DAV MISSION STATEMENT

We are dedicated to a single purpose: empowering veterans to lead high-quality lives with respect and dignity. We accomplish this by ensuring that veterans and their families can access the full range of benefits available to them; fighting for the interests of America's injured heroes on Capitol Hill; and educating the public about the great sacrifices and needs of veterans transitioning back to civilian life.

This mission is carried forward by:

- ▶ Providing free, professional assistance to veterans and their families in obtaining benefits and services earned through military service and provided by the Department of Veterans Affairs and other agencies of government;
- ▶ Providing outreach concerning its program services to the American people generally, and to disabled veterans and their families specifically;
- ▶ Representing the interests of disabled veterans, their families, their widowed spouses and their orphans before Congress, the White House and the Judicial Branch, as well as state and local government;
- ▶ Extending the DAV's mission of hope into the communities where these veterans and their families live through a network of state-level Departments and local Chapters; and
- ▶ Providing a structure through which disabled veterans can express their compassion for their fellow veterans through a variety of volunteer programs.

As adopted by the National Executive Committee July 27, 2012

ORGANIZATIONAL VISION & VALUES

Vision: Breaking down barriers

Values:

- ▶ **Service:** To empower veterans to lead high-quality lives with respect and dignity and to keep the DAV mission first and foremost in all that we do.
- ▶ **Quality:** To provide the highest possible quality representation and advocacy services to ill and injured veterans, their families and survivors.
- ▶ **Integrity:** To maintain the highest ethical and moral standards as a charitable service organization accountable to those we serve as well as to those who support us.
- ▶ **Leadership:** To plan strategically and act to guarantee our future preeminence as a provider of advocacy and voluntary services to veterans.

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