



DECEMBER 2024

# DISABLED AMERICAN VETERANS STRATEGIC PLAN



# STRATEGIC GOALS

## GOAL 1: SERVICE

- **Goal:** Ensure disabled veterans and their caregivers, families and survivors of all generations have access to the benefits they earned through DAV's no-cost, professional services.
- **Success Metrics:** Measurements that evaluate benefits advocacy efforts for injured veterans and their caregivers, families and survivors.
- **Strategies:**
  - Recruit, train and retain the best professional veterans advocates.
  - Maximize the use and efficacy of department and chapter service officers.
  - Adopt innovative technology to scale operations, optimize workflows and increase productivity, driving impactful, efficient services for veterans and their families.
  - Strengthen communication and influence within the Department of Veterans Affairs.
  - Increase awareness of DAV's service programs through outreach efforts and tools to assist all veterans in their distinct communities.

## GOAL 2: EMPLOYMENT & ENTREPRENEURSHIP

- **Goal:** Provide transitioning service members, disabled veterans and their spouses with tools, skills and resources to secure meaningful employment or pursue entrepreneurial opportunities while providing access to mentorship, training and support networks.
- **Success Metrics:** Key performance indicators based on engagement between job seekers and employers, entrepreneur participation, and professional success.
- **Strategies:**
  - Connect those in need with resources and materials, including DAV programs and services, to help them pursue and achieve their goals.
  - Facilitate and deliver events that connect veterans and spouses with life-changing opportunities for growth.
  - Educate employers about the benefits of hiring veterans and spouses, and recognize employers who do.
  - Implement and support initiatives that enhance the acceptance of military skills, licensure and certifications.
  - Develop and deploy a network of partners and organizations to mentor, support, train and empower veteran and spouse entrepreneurs.

## GOAL 3: VOLUNTARY SERVICES

- **Goal:** Honor the sacrifices of veterans by giving them and the American public opportunities to support them, their families and their survivors through volunteerism.
- **Success Metrics:** Impact of delivered services, recruitment and retention of volunteers and enhancement of volunteer participation.
- **Strategies:**
  - Encourage and incentivize volunteer participation while transforming the way opportunities are shared with current

- and potential volunteers by using technology to improve and streamline the volunteer experience.
- Enhance volunteer onboarding.
- Maximize local chapter-based participation.
- Improve coordination between DAV and the Department of Veterans Affairs.
- Build strategic partnerships to recruit new volunteers and enlist civic-minded entities.
- Engage and incentivize participation by young adults through volunteerism.
- Increase volunteer participation and engagement in adaptive sports events and other community service initiatives by recognizing and supporting the critical role of volunteers in organizing and delivering these programs.

## GOAL 4: CAREGIVER & FAMILY SUPPORT

- **Goal:** Uplift and serve caregivers, families and support structures to ensure high-quality lives for veterans and enhance the experiences of those who share in their sacrifices.
- **Success Metrics:** Improvement in quality of life and clinical outcomes, measurable morale enhancements and sustainable lives for caregivers, families and veterans.
- **Strategies:**
  - Reduce stress and decrease burnout for veterans and caregivers.
  - Provide and connect services and resources to improve the quality of life for veterans and families.
  - Extend the time veterans can live at home instead of at long-term care facilities.
  - Establish and build a community of support for veterans, families and caregivers.
  - Promote awareness and advocacy for caregiver legislation.

## GOAL 5: LEGISLATION

- **Goal:** Strengthen veterans health care and benefits by shaping public policy to further the mission of advancing the welfare of all ill and injured veterans and their families, caregivers and survivors.
- **Success Metrics:** Advancement of policies and laws that support veterans and families and indicators that show how public involvement was leveraged to promote or fight legislation based on its impacts for the community.
- **Strategies:**
  - Enhance grassroots advocacy through our Benefits Protection Team leader network and DAV CAN (Commander's Action Network).
  - Strengthen coordination and broaden utilization of communication tools to bolster advocacy efforts.
  - Lead and strengthen alliances among veterans service organizations and other stakeholders to achieve common legislative goals.
  - Create and execute campaigns and outreach efforts that influence positive legislative and policy outcomes for veterans.
  - Raise awareness and advocate on behalf of underserved veterans of all eras.

## GOAL 6: MEMBERSHIP

- **Goal:** Maintain and build an engaged and vital community that represents the veterans DAV serves and creates opportunities to contribute to the organization's voice and participate in its mission.
- **Success Metrics:** Increased membership and enhanced activity and engagement with members.
- **Strategies:**
  - Enhance engagement with the veteran community to increase awareness of all programs and services offered by DAV and applicable partners.
  - Attract and retain a diverse and inclusive membership.
  - Support policy and laws that support veterans and families and indicators that show how public involvement was leveraged to promote or fight legislation based on its impacts for the community.
  - Empower and motivate members to serve their fellow veterans by recruiting others.
  - Implement member dues strategies that ensure vital resources are available to support disabled veterans and advance DAV's mission nationwide.
  - Educate eligible veterans of the benefits and associated advantages of DAV membership.

## GOAL 7: COMMUNICATIONS

- **Goal:** Educate and inform the American public about the sacrifices of veterans, the issues that affect their lives and efforts being made to ensure promises are kept to those who served.
- **Success Metrics:** National awareness of and key program and campaign success at influencing positive change and increasing access to and support of DAV resources.
- **Strategies:**
  - Strengthen DAV's identity and branding campaign to promote greater public awareness, ensuring consistent, recognizable messaging across traditional and digital platforms.
  - Empower members, supporters and influencers to promote public knowledge of DAV services and issues that are important to ill and injured veterans and their families, using digital and social media advocacy, events and digital storytelling.
  - Develop strategic outreach partnerships to advance awareness of DAV and disabled veterans issues, initiatives and benefits.
  - Engage in proactive, multichannel media outreach to reach diverse audiences.
  - Leverage digital resources and new technologies to increase public engagement, improve message targeting and support organizational goals through innovative outreach.
  - Responsibly and efficiently leverage the good will of the American people and organizations to sustain and grow DAV's ability to keep promises to veterans and their families, caregivers and survivors.
  - Create content that inspires engagement and actions that benefit disabled veterans, their families and their survivors.

## GOAL 8: FUNDRAISING

- **Goal:** Responsibly and efficiently leverage the good will of the American people and organizations to sustain and grow DAV's ability to keep promises to veterans and their families, caregivers and survivors.
- **Success Metrics:** Increased net fundraising growth across targeted channels.
- **Strategies:**
  - Increase opportunities to ensure each donor can achieve full support potential.
  - Diversify opportunities for donors to support and reengage.
  - Strengthen donor retention through stewardship and relationship.
  - Enhance and optimize the direct marketing program.
  - Develop and retain corporate partnerships and sponsorships.
  - Encourage legacy giving through estate planning and large contributions.
  - Ensure and demonstrate the highest possible standards and transparency for the efficient use of donated funds.
  - Create content that inspires engagement and actions to benefit disabled veterans, their families and their survivors.

## GOAL 9: FISCAL & INFORMATION GOVERNANCE

- **Goal:** Consistently exceed the rigorous standards set by recognized charity evaluators to uphold the highest levels of data and financial integrity, operational transparency and accountability in all aspects of DAV organizational activities.
- **Success Metrics:** Evaluation of the effective use of data and funds in delivering transformative program services and care to ill and injured veterans and their families, caregivers and survivors while minimizing administrative costs. Through the dedication of DAV members, volunteers, supporters and staff, these efforts empower individuals to lead dignified and fulfilling lives.
- **Strategies:**
  - Consistently account for a substantially higher percentage of total program expenses than the minimums expected of charities, demonstrating our commitment to maximizing impact and ensuring that those we serve can lead fulfilling lives with respect and dignity.
  - Maintain fundraising costs at levels significantly below industry standards, ensuring that the majority of contributions directly support our mission.
  - Carefully manage DAV fundraising and administrative expenses to remain well within benchmarks for accredited charities, ensuring that resources are prioritized for veteran programs and services that drive their success and empowerment.
  - Safeguard personal information to the highest security standard through robust data governance, best-practice procedures and transparent privacy practices that minimize data collection to enhance safety, reliability and the service experience.

## 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 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.
- Providing a structure through which disabled veterans can express their compassion for their fellow veterans through a variety of volunteer programs.

## ORGANIZATIONAL VISION AND VALUES

### DAV 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.

