

DISABLED AMERICAN VETERANS AUXILIARY

STRATEGIC PLAN



*Making a difference
for disabled veterans and their families.*

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MISSION STATEMENT

Making a difference for disabled veterans and their families

The Mission Statement of the Disabled American Veterans Auxiliary (DAVA) focuses attention on the full circumstances of all disabled American veterans and their families. They are the most important constituents of the DAVA.

In the course of activities to the benefit of disabled veterans, great value is placed on, and high regard is paid to, people or factors that are in alignment with the mission—Americanism, community, education, history, legislation, loyalty, and more.

Activities that make a “difference”—a positive impact—are complementary to and ultimately serve the best interests of all disabled veterans.

ORGANIZATIONAL VISION & VALUES

VISION

The Disabled American Veterans Auxiliary is committed to supporting the principles of the Disabled American Veterans (DAV) and fulfilling the purpose and goals to which our organizations are devoted. As advocates for the well-being of disabled veterans and their families, we are dedicated to the pursuance of veterans’ legislative initiatives, instilling patriotism in our fellow Americans, promoting youth involvement in all programs, and encouraging voluntary service.”

The vision of the DAVA is an organization in action with the intent to inspire and motivate members to actively participate in the activities of the Auxiliary. We will continue to offer an impressive level of distinctive service to disabled veterans and their families while supporting those who served our country, assisting the wounded who answered the call, and remembering those who gave their all.

VALUES

Core values define the worth of an organization. These are the filters through which all potential goals and actions are passed. To be worthy of undertaking, the plan must meet the standards of the DAVA’s core values. Of all the wonderful words that might have been chosen, the following four have meanings that capture the values of the DAVA:

- ★ Comradeship
- ★ Loyalty
- ★ Devotion
- ★ Service



GOALS, ISSUES & STRATEGIES

- ★ **GOAL 1** Increase membership in the DAV Auxiliary and provide opportunities for a new generation of members to become involved in DAVA programs and activities.

Issue: Retention of current members and recruitment of new members are essential for the DAVA to remain viable and to carry out its mission.

Strategy:

- Publicize the enhanced eligibility criteria.
- Educate members about the affordable life member down payment.
- Develop new incentives for membership recruitment.
- Develop a recruitment campaign to attract members to serve veterans of the most recent conflicts.
- Develop programs to attract non-active member involvement in meetings and programs that serve the veterans and their families.

- ★ **GOAL 2** Create and maintain a sustainable financial income to support and grow the DAVA's programs and activities.

Issue: The DAVA's operating funds are generated through membership dues, donations and fund-raising projects. The organization needs to develop ways to increase income so it can continue to serve the ever-growing needs of our veterans and their families.

Strategy:

- Continuously monitor DAVA investments to maximize the rate of return with an appropriate risk level and minimize fees and costs.
- Develop and implement effective marketing strategies to increase membership, donations, and fund raising projects

- ★ **GOAL 3** Embrace current-day technology and communication techniques to reach DAVA members and potential members of all generations.

Issue: The DAVA faces challenges with the different methods of communication with all generations.

Strategy:

- Develop strategies to improve communication using the website, email and social media, as well as the standard forms of communication such as: newspaper, magazine, TV, press releases, and mail.
- Encourage and educate members to use electronic methods to keep in touch with the organization using the website, email, and various forms of social media.
- Customize communication messages with specific subject matter to increase interest and response from various audiences.
- Work with the DAV to coordinate a celebrity spokesperson and public service announcements (PSA's) to gain public awareness of the organization.

- ★ **GOAL 4** Develop standard operating procedures to maintain continuity for the organization at the national, state, and unit levels.

Issue: The operations of the DAVA must be conducted in an organized and efficient manner to achieve the goals of the organization.

Strategy:

- Develop seminars and training to educate members, develop leadership skills for current and future leaders, and increase member involvement.
- Develop education/training sessions at the national, state, and unit levels.
- Create new programs that will interest current and potential members in helping veterans and their families.
- Offer new programs such as youth camp funding for children of disabled veterans.

✦ **GOAL 5** Promote growth of the DAVA by becoming more welcoming and supportive of new ways and ideas while still maintaining the traditions of the organization.

Issue: The flexibility of the organization has been challenging for promoting growth and active involvement.

Strategy:

- Encourage and train members to take active roles and leadership positions within the organization.
- Promote and enhance communication among members and leadership at all levels.
- Encourage suggestions and new ideas at all levels of the organization.
- Embrace the membership age span within the organization and encourage a spirit of change to attract new and younger members.
- Identify the unique needs of veterans and their families and develop programs to meet those needs.

The Disabled American Veterans Auxiliary was founded in 1922 and has been dedicated to a single purpose: making a difference for disabled American veterans and their families. Commitment to that purpose has required the DAVA to take creative actions and be flexible to change. As a support organization, we maintain communications with the Disabled American Veterans, our parent organization. We reinforce DAV initiatives with correspondence to legislators, participating in the National Transportation Network, aiding families and many other needs. Our members are familiar with the unique challenges facing today's disabled veterans. Using our firsthand knowledge, we raise awareness of the needs of today's disabled veterans in the community. The DAVA has focused its attention and resources on making a difference.

The DAVA must respond to the challenges of meeting the changing needs of the veteran population and adapt to a changing environment. Technology has exploded affecting every area of the DAVA's operations, from membership to communications.

Recognizing the future presents both colossal challenges and exciting opportunities to the organization, a team of DAVA members was selected to begin work with the support of the parent organization on a Strategic Plan to ensure the continued growth, strength, and energy of the DAVA well into the 21st century.

Since then, input has been gathered from DAVA leaders and members throughout the entire organization. Their insights have been incorporated into this Strategic Plan, which is intended to be flexible and responsive to the ever-changing needs of disabled veterans and their families. This Strategic Plan is a blueprint for the DAVA's future.

The Strategic Planning Process began in 2009 with a concentrated assessment of the organization's strengths, weaknesses, challenges, and opportunities by an appointed committee of members and leaders.

Evaluation and establishment of goals, issues, and strategies for the improvement and advancement of the organization required many hours of dedicated and forward-thinking discussions. During the course of the planning process, the committee worked diligently to design a structured plan for business practice enhancement, leadership development, substantial membership growth, and effective fund raising initiatives.

To achieve maximum success, the DAV Auxiliary will continue to promote harmony and unity with the DAV and work together in a spirit of cooperation to carry out the mission of service to disabled veterans and their families.

