



Together Always®

STRATEGIC PLAN Revised 2019

Mission

Vision

Core Values

Commitment

Critical Issues

Education

Ethics

Finance

Future

Goals

Human Resources

Integrity

Media Relations

Membership

Priorities

Programs

Public Relations

Relevance

Strategies

Technology

and more

Associates of Vietnam Veterans of America Strategic Plan

Revised: 2019



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Associates of Vietnam Veterans of America, Inc.

Section I **Mission Statement**



To provide support to Veterans and their families through programs, projects, and education.

Section II **Vision Statement**



To create a better everyday life for Veterans and their families.

Section III **Core Values**



As Associates of Vietnam Veterans of America (AVVA), we are passionate about our work and the real-life issues facing Veterans and their families. We strive to create a positive impact on our Veterans and their families by making life better. Our achievements are built on a solid foundation of core values that inspire action, integrity, teamwork and outstanding results. Our values form the basis for decision-making and all actions of Associates of Vietnam Veterans of America – both as individuals and as a Veteran Support Organization.

Commitment



In everything we do as Associates of Vietnam Veterans of America, our perspective is based on the views of our members and Veterans and their families, ensuring that we understand their needs and expectations, and can prioritize and problem-solve for their unique challenges.

Ethics & Integrity



As a National Veteran Support Organization, we expect all conduct to be rooted in integrity, mutual respect, and civility. We value ethical behavior in our members, and in our leaders at all levels of Associates of Vietnam Veterans of America. We believe in the dignity and worth of all people and strive to foster an appreciation of and respect for diversity and differences among our leaders, members, and peers.

- We are committed to a teamwork environment where every member is valued, treated with respect, encouraged to contribute, and recognized and rewarded for their efforts.
 - Everyone at Associates of Vietnam Veterans of America is responsible for considering the ethical implications of each decision or action, and is urged to challenge assumptions, raise alternatives, and seek out diversity.
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Relevance

Our expertise and progressive, proactive atmosphere yield a powerful combination that continuously sets us apart. It is an approach that translates into timely decisions and executions, a constant quest for solutions, rapid responses to the media on issues facing Veterans and their families, alert our members on bills pertinent to the wellbeing of Veterans and their families, and any issue that may make a tangible difference in the world around us for the better.

- We anticipate opportunities and challenges, and are quick to confront complex or ambiguous situations. While we work with a sense of urgency, we always consider the impact of our actions before we proceed.

Teamwork

We believe knowledge is power and we support our Members' right to access information that impacts their roles as Veteran advocates. We also recognize everyone's right to be listened to and heard, regardless of his or her point of view.

- Associates of Vietnam Veterans of America members are a team, loyal to one another; caring for each other both personally and professionally while being supportive of each other's efforts.
- Our system of teamwork inspires people to make their best contributions, provides them with the support they need to be successful, promotes communication, and celebrates their shared accomplishments.
- We present a unified image, both visually and in behavior, so that we may insure the integrity of the organization while building a recognizable reputation as a support organization.

Section IV

Defining Principles of the Strategic Planning Process

*Endorsed by the
Board of Directors*









Our strategic plan represents a shared vision of what Associates of Vietnam Veterans of America seeks to become, and the details of the needed strategies to accomplish Associates of Vietnam Veterans of America's vision of its future. An accessible and continuous effort, the strategic planning process is designed to guide Associates of Vietnam Veterans of America executives and board of directors to focus on the future to ensure that Associates of Vietnam Veterans of America remains a viable and everlasting organization serving Veterans and their families.

Associates of Vietnam Veterans of America's Strategic Plan will reflect the vision of the national board of directors, states, and chapters, who will maintain a collaborative partnership with each other.

The Strategic Plan will: Navigate Our Future

We will soon be entering a future without the shared vision and magnanimous support of Vietnam Veterans of America. It has been our vision to be a perpetual organization that will thrive long after VVA. We must recognize that outside help is needed now to raise sufficient funds to stabilize our organization's future.

The Strategic Plan will: Cont'd.—

Finance	 <p>Focus on critical financial components of running a successful non-profit organization. Knowing how much money is needed to carry out Associates of Vietnam Veterans of America's mission along with a sound financial plan, implementing a strong fundraising program and identifying other potential resources.</p>
Membership Development	 <p>Augment new member and retention programs; strengthen and cultivate Associates of Vietnam Veterans of America into a perpetual and sustainable organization.</p>
Image/Marketing	 <p>Build and nurture Associates of Vietnam Veterans of America's brand as the premier organization for 'Veterans and their families.'</p>
Public and Media Relations	 <p>Accelerate Associates of Vietnam Veterans of America's national visibility through media relations and frequent press releases.</p>
Programs & Education	 <p>Equip our members with the knowledge necessary to provide the information and/or services needed by our Veterans and their families. Programs will also be generated to prepare our members to inaugurate both civic and leadership responsibilities.</p>
Technology	 <p>Engage an integrated approach in using technology to reach and unify our members and to connect the Veteran and civic community.</p>
Create Corporate and other nonprofit collaborative partnerships	 <p>Seek partnerships to amplify our visibility and impact, while also sharing knowledge, services, and funding.</p>
Human Resources	 <p>Develop a competent and motivated salaried workforce to create and implement a strong fundraising program committed to carrying out Associates of Vietnam Veterans of America's mission.</p>

Section V

Priority Statements

Critical Issue 1: Navigating Our Future

▶ We will soon be entering a future without the shared vision and magnanimous support of Vietnam Veterans of America. It has been our vision to be a perpetual organization that will thrive long after VVA. We must recognize that outside help is now needed to raise sufficient funds to stabilize our organization's financial future.

Critical Issue 2: Human Resources

▶ Associates of Vietnam Veterans of America will develop a competent and motivated salaried workforce to create and implement a strong fundraising program committed to carrying out Associates of Vietnam Veterans of America's mission.

Critical Issue 3: Finance

▶ Associates of Vietnam Veterans of America will focus on critical financial components of running a successful non-profit organization. Knowing how much money is needed to carry out Associates of Vietnam Veterans of America's mission along with a sound financial plan, implementing a strong fundraising program and identify other potential resources.

Critical Issue 4: Technology

▶ Associates of Vietnam Veterans of America will engage an integrated approach in using technology to reach and unify our members, supply tools to run the basic functions and programs, and to connect with the Veteran and civic community.

Critical Issue 5: Membership Development

▶ Associates of Vietnam Veterans of America will augment new member and retention programs; develop a plan to create rosters, manage data for new and renewal memberships, and disseminate membership materials; strengthen and cultivate Associates of Vietnam Veterans of America into a perpetual and sustainable organization.

Critical Issue 6: Image/Marketing

▶ Associates of Vietnam Veterans of America will build and nurture our brand as the premier organization for 'Veterans and their families' (Keyword: Veterans 'and' their families).

Critical Issue 7: Public and Media Relations

▶ Associates of Vietnam Veterans of America will accelerate their national visibility through media relations and frequent press releases.

Critical Issue 8: Programs & Education

▶ Associates of Vietnam Veterans of America will equip our members with the knowledge necessary to provide the information and/or services needed by our Veterans and their families. Programs will also be generated to prepare our members to inaugurate both civic and leadership responsibilities.

Critical Issue 9: Create Corporate and other nonprofit Collaborative Partnerships

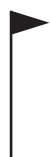
▶ Associates of Vietnam Veterans of America will seek partnerships to amplify our visibility and impact while also sharing knowledge, services, and funding.

Section VI

Strategic Plan

Endorsed by the Board of Directors

CRITICAL ISSUE 1: Navigating Our Future



Priority: We will soon be entering a future without the shared vision and magnanimous support of Vietnam Veterans of America. It has been our vision to be a perpetual organization that will thrive long after VVA. We must recognize that outside help is now needed to raise sufficient funds to stabilize our organization's financial future.

GOAL 1:



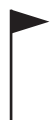
Form a Focus Group that will enable us to gather the data needed to propagate a successful transition into our changing organizational environment

Strategy 1.1:



Reevaluate and articulate our mission, vision and programs that will lead us into the future of our organization.

Strategy 1.2:



The president will select the members of a Focus Group to gather and report on the information required to make determinations, that will commence upon the adoption of this Strategic Plan. This information is likely to have an impact on the 2020 budget cycle.

Strategy 1.3:



Gather information that will enable the structuring of a financial system capable of supporting office and organizational management and maintenance. (see critical issue 3)

Strategy 1.4:



Propose a plan for grants, fundraising and charitable giving programs.

Strategy 1.5:



Set benchmarks and performance metrics for each critical issue.

CRITICAL ISSUE 2: Human Resources

▶ **Priority:** Associates of Vietnam Veterans of America will develop a competent and motivated salaried workforce to create and implement a strong fundraising program committed to carrying out Associates of Vietnam Veterans of America's mission.

GOAL 1:

▶ **Pursue resources for hiring an Executive Director**

Strategy 1.1:

▶ Contact Americore to explore the possibility of acquisition of a volunteer executive director/fundraiser, who would answer to the board of directors, and who has the knowledge and experience to assist in setting up a strong grant writing/fundraising program. (<http://www.nationalservice.gov/programs/amicorps>)

Strategy 1.2:

▶ Explore the costs and requirements for hiring a grant writer/fundraiser, prior to the next budget submission process (by December 1, 2019).

GOAL 2:

▶ **Prepare a cost projection for managing membership**

Strategy 2.1:

▶ Research the legal requirements and payroll software necessary to hire employees or research a Business Assistance Service.

Strategy 2.2:

▶ Acquire information that would enable the administration of the membership department, including costs, supply vendors, membership management software, hardware, personnel, possible office space, or a management company.

CRITICAL ISSUE 3: Finance

Priority: Associates of Vietnam Veterans of America will focus on critical financial components of running a successful non-profit organization. Knowing how much money is needed to carry out Associates of Vietnam Veterans of America's mission along with a sound financial plan, implementing strong fundraising and grant writing programs and identifying other potential resources.

GOAL 1:

Develop stable sources of revenue that maximize income while ensuring financial stability (Financial Resources)

Strategy 1.1:

Explore additional sources of revenue such as:

- Direct Appeals
- Foundation and Corporate Grants
- Major Gifts and Planned Giving
- Capital Campaign
- Endowments
- Online Giving/website advertising
- Special events/Other

Strategy 1.2:

Acquire a competent and motivated salaried Executive Director proficient in grant writing/fundraising and committed to carrying out Associates of Vietnam Veterans of America's mission, vision and Strategic Plan (See Critical Issue 9).

GOAL 2:

Review and modify (as needed) the budget process along with management policies to promote efficiency and effectiveness

Strategy 2.1:

Establish a clearly defined budget process (policy and procedure).

Strategy 2.2:

Establish firm, written reimbursement policies for travel, per diem, etc.

Strategy 2.3:

Replace all 'past practice' with written policy. Policy and procedure will be written to cover budget preparation, usage, distribution and accurate posting to cost centers, and a defined travel and reimbursement policy.

GOAL 3:

▶ **Establish a resource allocation plan to cultivate the implementation and progression of the Strategic Plan**

Strategy 3.1:

▶ Benchmark funds for resource allocation as close as feasible.

Strategy 3.2:

▶ Establish an annual process that prioritizes and makes funds available to achieve those goals and initiatives according to the strategic plan.

Strategy 3.3:

▶ Develop an annual program review process to assure that our programs are cost effective and remain relevant to the times and our mission.

GOAL 4:

▶ **Establish a task force to research and report on the costs of a self-sustaining organization by April, 2020**

Strategy 4.1:

▶ Estimate the personnel and supply costs of the following:

- Entering accounts payable and receivable in the appropriate sub-accounts
 - A process for receipt of all membership application and renewal monies, donations, and vendor monies.
 - Payment of all supply invoices, insurance premiums, etc.
 - Direct deposits
 - DC filings (biennial report)
 - Collecting data, e.g. required documents, total monies, etc., required by the IRS annually
 - Management of organization owned credit cards
 - Monthly review and reporting of individual budgets of the board members and committees
 - Monthly review of all checking and savings account statements
 - Review of investment accounts
 - Apply all revenue collected through “The Square” credit card app to Product Sales
 - Collect Project Friendship donations
 - At the finalization of a new state incorporation, distribute a one-time payment to the state; total to be determined by their membership in 1999.
 - Acquire and maintain software programs for membership data and other record keeping
 - Mail room attendant and supplies
-

GOAL 5:

▶ **Review and revise (as needed) the Policy Manual, Section 4 to reflect the evolving needs of the organization**

CRITICAL ISSUE 4: Technology



Priority: Associates of Vietnam Veterans of America will engage an integrated approach in using technology to reach and unify our members and to connect with the Veteran and civic community.

GOAL 1:



Associates of Vietnam Veterans of America will keep up to date with all forms of social media

Strategy 1.1:



Reach beyond our membership. Many of our members use 'Facebook, Twitter, Instagram,' etc. Those that do, have friends and followers to their accounts giving us the ability to send daily news to our members and beyond.

Strategy 1.2:



Continue using our QR Code (quick response code) on all published materials. A QR code is an ultra-fast tool for looking up information immediately by using your cell phone, iPad and/or any device with a QR code reader app. Scanning a QR code will yield websites, names, addresses, contact numbers, email addresses, pre-filled text messages, and other data types. Any future orders of printed material or publications will include a QR code.

GOAL 2:



Subscribe to a Cloud Storage Account for maintaining records and information

Strategy 2.1:



Upload all current essential records, including hard copy and digital, to a cloud storage account, so that company records can be accessed in the absence of a brick and mortar office.

Strategy 2.2:



Begin uploading all essential records to the cloud account, making it accessible to board members, employees or any other essential personnel.

CRITICAL ISSUE 5: Membership Development



Priority: Associates of Vietnam Veterans of America will augment new member and retention programs; develop a plan to create rosters, manage data for new and renewal memberships, and disseminate membership materials; strengthen and cultivate Associates of Vietnam Veterans of America into a perpetual and sustainable organization.

The Associates of Vietnam Veterans of America Membership Committee is dedicated to building the membership of the Corporation to levels that will afford it the strength and influence necessary to accomplish our mission and vision.

GOAL 1: ▶ **Increase Membership**

Strategy 1.1: ▶ To make Associates of Vietnam Veterans of America visible to the general public, increasing interest in our organization.

Strategy 1.2: ▶ Promote growth in chapters by encouraging new membership.

Strategy 1.3: ▶ Promote Associates of Vietnam Veterans of America to other era Veterans as an organization in which they can collectively work together with each other and with Vietnam Veterans.

GOAL 2: ▶ **Retain all members possible**

Strategy 2.1: ▶ Develop a program to retain membership.

GOAL 3: ▶ **Assist State and Chapter membership chairs to resolve issues**

Strategy 3.1: ▶ Encourage states and chapters to appoint a membership chair.

Strategy 3.2: ▶ Encourage the training for and use of the Online Member Roster.

GOAL 4: ▶ **Maintain updated training material(s) to be used by Chapters and States**

Strategy 4.1: ▶ Regularly update and maintain training programs regarding how to recruit and retain members for states and chapters.

GOAL 5: ▶ **Encourage States and Chapters to incorporate**

Strategy 5.1: ▶ Offer training seminars and online training to all states or chapters pertaining to reasons to incorporate.

GOAL 6: ▶ **Develop training material(s) for incorporation**

Strategy 6.1: ▶ Create training materials deemed necessary to correctly maintain the nonprofit status at the state and chapter levels.

Goals 7, 8, 9 ➡

GOAL 7:

Provide States and Chapters with necessary recruiting materials to promote the Associates of Vietnam Veterans of America in their communities

Strategy 7.1:

Create and provide necessary printed materials, statistics, and general information.

GOAL 8:

Welcome new members more efficiently, giving them an under- standing of who we are and what we do

Strategy 8.1:

Develop an Associates of Vietnam Veterans of America welcome packet for all new members.

GOAL 9:

Increase communications with our membership

Strategy 9.1:

Research new communication methods and continue to provide membership information and reports to the membership on a regular schedule.

**CRITICAL ISSUE 6:
Image/Marketing**

Image/Marketing

Priority: Associates of Vietnam Veterans of America will build and nurture its brand as the premier organization for 'Veterans and their families' (Keyword: 'and' their families).

GOAL 1:

Our name and association with Vietnam Veterans of America has immense value and prodigious distinction. The full use of our name will continue to establish who we are and what we do

Strategy 1.1:

We will campaign within our leadership and members to always be spoken of as Associates of Vietnam Veterans of America. We will refrain from using the abbreviation or acronym of 'AVVA' or 'The Associates.'

Strategy 1.2:

Develop the brand image. We will promote Associates of Vietnam Veterans of America as Veterans, their families, and supporters. Vietnam Veterans and Veterans from other eras hold membership(s) in Associates of Vietnam Veterans of America. No Veterans' Service Organization has that ability. Veterans from eras other than the Vietnam era can hold office in Associates of Vietnam Veterans of America. Our Veteran members are an asset and can give Associates of Vietnam Veterans of America a greater perspective on the needs of Veterans and their families.

GOAL 2:

Develop a consensus for marketing our best image and communication plan

Strategy 2.1:

Develop an Immediate Response Team with the ability and authority to address the media or our legislators on pressing issues of the news day that are deemed relevant to Associates of Vietnam Veterans of America's mission.

Strategy 2.2:

Every member is a representative of Associates of Vietnam Veterans of America. We will present ourselves as a cohesive unit and demonstrate our Core Values while representing Associates of Vietnam Veterans of America.

Strategy 2.3:

Associates of Vietnam Veterans of America will develop and communicate a positive, shared organizational identity and market its strengths and successes aggressively.

GOAL 3:

Communications

Strategy 3.1:

Associates of Vietnam Veterans of America will engage an integrated approach in using technology to reach and unify our members and to connect with the Veteran and civic community.

GOAL 4:

Associates of Vietnam Veterans of America will keep up to date with all forms of social media

Strategy 4.1:

Reach beyond our membership. Many of our members use 'Facebook, Twitter, Instagram,' etc. Those that do, have friends and followers to their accounts giving us the ability to send daily news to our members and beyond.

Strategy 4.2:

Develop a team to subscribe to our Congressional 'watchdog' member's communication links.

Strategy 4.3:

We must seek a committee chair who has experience in marketing and public relations and who has the time to fully execute this segment of the strategic plan.

Critical Issues and Goals 7, 8, 9 —→

**CRITICAL ISSUE 7:
Public and
Media Relations**



Priority: Associates of Vietnam Veterans of America will accelerate our national visibility through media relations and frequent press releases.

GOAL 1:



Develop an immediate response team with the ability and authority to address the media or our legislators on pressing issues of the news day that are deemed relevant to Associates of Vietnam Veterans of America's mission

Strategy 1.1:



Hire a salaried employee who has combined media relations and marketing skills or assign to the executive director.

**CRITICAL ISSUE 8:
Programs and
Education**



Priority: Associates of Vietnam Veterans of America will equip our members with the knowledge necessary to provide the information and/or services needed by our Veterans and their families. Programs will be generated to prepare our members to inaugurate both civic and leadership responsibilities.

GOAL 1:



Create a process for educating our Regional Directors and State and Chapter Presidents/Representatives on their duties and effective leadership skills

Strategy 1.1:



Develop and keep current training materials and tools to be used to distribute the necessary information to regional directors, states and chapters.

Strategy 1.2:



Utilize Face Book, YouTube, seminars, Go-To-Meeting and the national website as methods of distribution of the educational and training materials.

GOAL 2:



Make use of our website or other sites, such as YouTube, for membership building, and the creation of any other programs geared toward the success of our States and Chapters

GOAL 3:



Expand our current use of technology

GOAL 4:



Create a mentoring program designed to develop future leaders

**CRITICAL ISSUE 9:
Create Corporate and
Other Nonprofit
Collaborative
Partnerships**



Priority: Associates of Vietnam Veterans of America shall seek partnerships to amplify our visibility and impact, secure funding, and to share knowledge and services.



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