
ASSOCIATES OF VIETNAM VETERANS OF AMERICA, INC.

Strategic Plan



Together Always

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Section I

Associates of Vietnam Veterans of America Mission Statement

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

Section II

Associates of Vietnam Veterans of America Vision Statement

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

Section III

Associates of Vietnam Veterans of America Core Values

As Associates of Vietnam Veterans of America, 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 Veterans Service Organization.

Commitment

In everything we do as Associates of Vietnam Veterans of America, our perspective is based on the view of our members, 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 Veterans Service Organization, we expect all conduct to be rooted in integrity, mutual respect, and civility. We value ethical behavior in our members and leaders at all levels of Associates of Vietnam Veterans of America. We believe in the dignity and worth of all people, 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 Associate is a valued member, treated with respect, encouraged to contribute and recognized and rewarded for his/her 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.

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, legislative advocacy on all 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 service organization.

Section IV

Associates of Vietnam Veterans of America Defining Principles of the Strategic Planning Process

Endorsed by the Board of Directors: (April 10, 2014)

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:

- **(Legislative):** Exemplify Associates of Vietnam Veterans of America's renewed commitment to provide advocacy on all legislation purposed to enhance or that negatively impacts the welfare of our Veterans and their families.
- **(Finance):** 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.
- **(Membership Development):** Augment new member and retention programs; strengthen, and cultivate Associates of Vietnam Veterans of America into a perpetual and sustainable organization.
 - **(Image/Marketing):** Build and nurture Associates of Vietnam Veterans of America's brand as the premier organization for 'Veterans and their families' (Keyword: Veterans 'and' their families).
 - **(Public & Media Relations):** Accelerate Associates of Vietnam Veterans of America's national visibility through media relations and frequent press releases.
 - **(Programs and Education):** 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.
 - **(Technology):** Engage an integrated approach in using technology to reach and unify our members and to connect the Veteran and civic community.
 - **(Create Corporate and other nonprofit collaborative partnerships):** Seek partnerships to amplify our visibility and impact while also sharing knowledge, services, and funding.
 - **(Human Resources):** Develop a competent and motivated paid workforce, committed to carrying out Associates of Vietnam Veterans of America's mission, and to create and implement a strong fundraising program.

Section V

Associates of Vietnam Veterans of America Priority Statements

Critical Issue 1: Legislative Advocacy

Associates of Vietnam Veterans of America will provide advocacy on all legislation purposed to enhance or that negatively impacts the welfare of our Veterans and their families.

Critical Issue 2: 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 3: Membership Development

Augment new member and retention programs; strengthen and cultivate Associates of Vietnam Veterans of America into a perpetual and sustainable organization.

Critical Issue 4: 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 5: Public and Media Relations

Associates of Vietnam Veterans of America will Accelerate Associates of Vietnam Veterans of America's national visibility through media relations and frequent press releases.

Critical Issue 6: Programs and 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 7: Technology

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.

Critical Issue 8: 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.

Critical Issue 9: Human Resources

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

Section VI

Associates of Vietnam Veterans of America Strategic Plan

Endorsed by the Board of Directors: April 10, 2014

Critical Issue 1: Legislative Advocacy

Priority: Associates of Vietnam Veterans of America will provide advocacy on all legislation purposed to enhance or that negatively impacts the welfare of our Veterans and their families.

GOAL 1: SELECTION OF A LEGISLATIVE COORDINATOR/CHAIR

Strategy 1.1: The Legislative Coordinator/Chair will have coordinator training, previous experience as a Legislative Coordinator or other legislative experience.

Strategy 1.2: Will have strong speaking and writing skills and the ability to respond to evolving issues at a rapid pace.

Strategy 1.3: Will have the ability to interact and/or establish cordial relationships with key Legislators, Legislative Correspondents, Veteran Aides or their staff members.

GOAL 2: CREATE POLICY INITIATIVES AND AN ANNUAL LEGISLATIVE AGENDA

Strategy 2.1: The agenda will be timely (October of each year) so that the date of release corresponds with other Veteran Service Organizations' (VSO) legislative agendas.

Strategy 2.2: The agenda will be of reasonable length, professionally written and printed for hand distribution to Congressional offices.

Strategy 2.3: Every effort will be made to present Associates of Vietnam Veterans of America's Legislative Agenda before Congress during the March VSOs' presentation.

Strategy 2.4: Consult with VVA or others experienced in Veterans legislation.

Strategy 2.5: "Take the Hill"!

GOAL 3: TEAMWORK

Strategy 3.1: Establish a team of legislative 'watch dogs' to assist the coordinator with monitoring all bills referencing Veterans and their families or any other assistance needed by the coordinator.

Strategy 3.2: The Power of Numbers. Associates of Vietnam Veterans of America will coordinate efforts within our states and chapters to secure the ear of their states Congressional offices.

Strategy 3.3: Equip our Associates of Vietnam Veterans of America members with current information, petitions, form letters of support or disapproval, and phone numbers and email addresses of our Legislature should the committee deem necessary.

Critical Issue 2: 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 a strong fundraising program 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: Establish a viable 501(c)(3) non-profit that is attached to Associates of Vietnam Veterans of America.

- The Board should be no more than 5 to 7 members.
- Comprise the 501(c)3 Board with a larger percentage (51%) of its members coming from the business, professional, non-profit and corporate community.

Strategy 1.3: 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.

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.

Critical Issue 3: Membership Development

Priority: Augment new member and retention programs, strengthen and cultivate Associates of Vietnam Veterans of America into a perpetual and sustainable organization.

Create a strategic plan within the Membership Committee that represents the vision and goal of the Associates of Vietnam Veterans of America National Membership Committee.

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 enable Associates of Vietnam Veterans of America to make a notable, positive difference in the lives of Veterans and their families throughout the United States and elsewhere.

GOAL 1: INCREASE MEMBERSHIP

Strategy 1.1: To make Associates of Vietnam Veterans of America visible to the general public, thereby 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 from the National Level.

GOAL 3: ASSIST STATE AND CHAPTER MEMBERSHIP CHAIRS TO RESOLVE ISSUES

Strategy 3.1: Address membership issues in a timely fashion while developing programs to correct habitual errors.

GOAL 4: DEVELOP PROGRAMS WITH THE NATIONAL MEMBERSHIP DEPARTMENT TO IMPROVE ACCURACY

Strategy 4.1: Work with the National Membership Department staff to develop programs that will insure the accuracy of our Membership Rosters.

Strategy 4.2: Provide National Membership Staff with an up to date Employee Guide, describing Associates of Vietnam Veterans of America's Policies and Procedures for membership.

GOAL 5: DEVELOP TRAINING MATERIAL TO BE USED BY CHAPTER AND STATES

Strategy 5.1: Provide each State and Chapter with a program teaching them how to recruit and retain members.

GOAL 6: ENCOURAGE STATES AND CHAPTERS TO INCORPORATE

Strategy 6.1: Offer training seminars to all States or Chapters regarding reasons to incorporate.

GOAL 7: DEVELOP TRAINING MATERIAL FOR INCORPORATION

Strategy 7.1: Create training materials that can be used at the State and Chapter levels regarding the Incorporation process.

GOAL 8: PROVIDE STATES AND CHAPTERS WITH NECESSARY RECRUITING MATERIALS TO PROMOTE THE ASSOCIATES OF VIETNAM VETERNAS OF AMERICA IN THEIR COMMUNITIES

Strategy 8.1: Create and provide necessary printed materials, statistics, and general information upon request.

GOAL 9: WELCOME NEW MEMBERS MORE EFFECTIVELY, GIVING THEM AN UNDERSTANDING OF WHO WE ARE AND WHAT WE DO

Strategy 9.1: Develop an Associates of Vietnam Veterans of America welcome packet for all new members.

GOAL 10: INCREASE COMMUNICATIONS WITH OUR MEMBERSHIP

Strategy 10.1: Provide membership information and reports to the membership on a regular schedule.

Critical Issue 4: 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: Veterans '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 [now] 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 other 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.

Strategy 1.3: Greater Promotion of our VA Veteran Service Officers Program and other services.

Strategy 1.4: Generate displays and products that create uniformity for National, state and chapter exhibitions.

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. We will initiate [fashionable] logo wear, table covers, banners, etc.

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

Strategy 4.2: Develop a team to subscribe to our Congressional 'watchdog' member's communication links.

GOAL 5: CONGRESSIONAL CHARTERING

Strategy 5.1: Form a task force to begin the process. Obtaining Congressional Chartering

Critical Issue 5: Public and Media Relations

Priority: Associates of Vietnam Veterans of America will accelerate Associates of Vietnam Veterans of America's 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: Salaried employee with efficient media relation skills. (See Critical Issue 2: Goal 1)

Critical Issue 6: 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 also be generated to prepare our members to inaugurate both civic and leadership responsibilities.

GOAL 1: CREATE A PROCESS FOR EDUCATING OUR REGIONAL DIRECTORS, STATE COUNCILS, AND CHAPTERS ON THEIR DUTIES AND EFFECTIVE LEADERSHIP SKILLS

Strategy 1:1 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 2: MAKE USE OF OUR WEBSITE OR OTHER SITES, SUCH AS YOU-TUBE, FOR ONLINE LEADERSHIP SEMINARS, MEMBERSHIP BUILDING, AND THE CREATION OF ANY OTHER PROGRAMS GEARED TOWARD THE SUCCESS OF OUR STATE ASSOCIATIONS AND CHAPTERS

GOAL 3: EXPAND OUR CURRENT USE OF TECHNOLOGY

GOAL 4: CREATE A MENTORING PROGRAM DESIGNED TO DEVELOP FUTURE LEADERS

Critical Issue 7: 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: Reaching beyond our membership. Many of our members use 'Facebook, Twitter, Instagram,' etc. Those that do, have friends and subscribers to their feeds giving us the ability to send daily news feeds to our members and their subscribers.

Strategy 1.2: Develop a team to subscribe to our Congressional 'watchdog' member's communication links.

Strategy 1.3: Create a QR Code (quick response code). 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.

Critical Issue 8: Create Corporate and Other Nonprofit Collaborative Partnerships

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

Critical Issue 9: Human Resources

Priority: Associates of Vietnam Veterans of America will develop a competent and motivated paid workforce, committed to carrying out Associates of Vietnam Veterans of America's mission and strategic plan, and to create and implement a strong fundraising program.

Remarks: This portion will be completed upon the consideration of any staff hiring.

The membership and the National Board of Directors, using the SWOT model for comprising a strategic plan, comprised the proceeding list of organization strengths, weaknesses, opportunities and threats.

STRENGTHS:

- A good organizational foundation through our association with VVA
- Common goals/common experiences/clear focus on Veterans issues
- Organization moving more towards being membership driven
- Improved communication
- Diversity, talent, and skills of our members

WEAKNESSES:

- Lack of Incorporated States and Chapters and understanding of why the need to incorporate.
- Unsure of our destiny (If VVA is a last man standing organization, where will the chips fall for Associates of Vietnam Veterans of America?)
- Public identity
- Lack of younger members
- Finances
- Lack of belief from some that Associates of Vietnam Veterans of America will be the Legacy of VVA

OPPORTUNITIES:

- Expand organizational structure
- Partnering with other like organizations
- Improved public relations/greater national visibility/national press releases
- Involve our Legislators at local, state and National levels
- Outreach and membership drive programs

THREATS:

- Will we also be a last man standing organization?
- When VVA goes away, will we go away?
- Gossip, personal agendas, lack of democracy
- No formal training for new Regional Directors, State Presidents/Reps or chapter president/reps
- Membership growing at a weak pace
- Perception of who we are and what we do/the need for clarity of our mission and vision