



NACVSO 2024-2026 STRATEGIC PLAN



OVERVIEW OF OBJECTIVES AND GOALS

This comprehensive strategic plan outlines NACVSO's roadmap for the next 2 years, highlighting the organization's commitment to advancing the well-being of veterans and the professionalism of Veterans Service Officers across the United States. With continued attention and focus on these objectives, NACVSO aims to achieve its mission and vision.

Objectives	Goals
<p>Membership Development: Expand NACVSO membership in order to help all veteran service officers and veterans advocates better meet the needs of the veterans they serve.</p>	<p>Goal 1: Define, capture, and analyze membership information for membership engagement, support, and retention, in a centralized location Goal 2: Increase membership by 3% annually and increase membership engagement, support, and retention to increase NACVSO representation in every state</p>
<p>Program Excellence: Become the national standard for the training of veteran service officers and veteran advocates by delivering high quality/elite programs and services.</p>	<p>Goal 1: Complete a business case to support the hiring of a full-time staff to manage the education, training, and appeals programs Goal 2: Develop and publish the NACVSO Training Manual and SOP's Goal 3: Invest in trainer professional development and recruitment Goal 4: Develop a framework for measuring and evaluating training effectiveness across the spectrum of training and education services offered by NACVSO</p>
<p>Legislative Influence: Increase NACVSO's legislative influence on Capitol Hill in order to garner support for CVSOs and to promote the rights of veterans and their families.</p>	<p>Goal 1: Develop legislative priorities and present to Joint Congressional Veterans Affairs Committees annually Goal 2: Lead the advocacy in support legislation that directly impacts the profession and/or the veterans we serve Goal 3: Provide VA with recommendations to improve internal policies and processes that do not require congressional action</p>
<p>Sustainable Financial Growth and Oversight: The Executive Board effectively exercises its fiduciary responsibilities and ensures that all NACVSO programs and operations are fully funded.</p>	<p>Goal 1: Ensure that board members are prepared to perform strategic oversight and fiduciary duties, and establish and implement financial controls and policies that support the financial stability of NACVSO Goal 2: Ensure pricing structures for membership, training, and education support financial sustainability and growth</p>



1. EXECUTIVE SUMMARY

NACVSO Overview

For over three decades, the National Association of County Veteran Service Officers (NACVSO) has remained at the forefront of a noble mission – to empower and educate County, Tribal and Governmental Veteran Service Officers and advocates by equipping them with the knowledge and tools required to navigate the complex terrain of veterans' benefits and services offered by the U.S. Department of Veterans Affairs (VA). Established in 1989, NACVSO is now an established leader in the field, recognized for its passionate commitment to assisting our nation's veterans and their dependents.

NACVSO's journey is one of unwavering dedication and continuous evolution. While its roots are planted in the delivery of top-tier training and education to Veteran Service Officers, it has evolved into a multi-dimensional organization, advocating tirelessly for veterans and their advocates, and influencing policy that directly impacts those who served our nation in uniform. NACVSO's advocacy efforts continue to garner respect and recognition, making them one of the most respected voices in matters of legislative and VA policy.

Today, NACVSO boasts a robust community of over XXXX CVSO members across XX states and territories – and counting. Its strength and reach have positioned it for both operational stability and strategic expansion.

Strategic Planning Background

In early 2019, the NACVSO Executive Board, Committee Chairs and dedicated staff initiated the organization's inaugural strategic planning process. This transformative process defined the organization's goals and actionable strategies and focused on two foundational points: the capacity to hire full-time staff and enhancement of the appeals representation process.

Despite the COVID-19 global pandemic, which presented historic uncertainty and risk to all organizations, NACVSO adapted to the ever-changing landscape for Veteran Service Organizations, even advancing the relevance of its mission. With innovation, determination, and a deep sense of purpose, NACVSO reinvented its approach to programming and internal operations during this time.

Today, NACVSO has an opportunity to continue its legacy of unwavering support for CVSO's in the revision of its strategic plan, to ensure that veterans and their families are better met with the care and benefits they deserve. This strategic plan is not just a roadmap for the future, it is a testament to NACVSO's dedication to the veterans it proudly serves.



Mission Statement

NACVSO advocates for America's veterans. We work to ensure every veteran receives the benefits they have rightfully earned.

Vision Statement

To have NACVSO trained CVSOs, and veteran advocates in all 50 states.

Purpose Statement:

Train & educate CVSOs and veterans advocates in preparation, submission and representation of claims with Department of Veteran Affairs and advocate on behalf of veterans and eligible family members to receive the benefits for which they have rightfully earned.



2. MEMBERSHIP DEVELOPMENT

Expand NACVSO membership in order to help all veteran service officers and veterans advocates better meet the needs of the veterans they serve.

Goal 1: Define, capture, and analyze membership information for membership engagement, support, and retention, in a centralized location

- Action Items:
 - Define specific information to be captured for each member on the website (e.g., contact details, affiliations, accreditation status, cross accreditations, etc.)
 - Owner of Action: Membership Committee Chair and Executive Director
 - Financial Impact: \$0; no new investment required
 - Target Date: March 2024
 - Establish a regular schedule for updating/validating baseline membership information (e.g., quarterly, annually)
 - Owner of Action: Membership Committee Chair
 - Financial Impact: \$0; no new investment required
 - Target Date: April 2024

Goal 2: Increase membership by 3% annually and increase membership engagement, support, and retention to increase NACVSO representation in every state

- Action Items:
 - Design and implement surveys aligned with ongoing strategic objectives
 - Owner of Action: Membership Committee Chair
 - Financial Expense: TBD – target (\$0-\$1,500)
 - Target Date: May 2024
 - Develop an annual survey focused on membership satisfaction and feedback
 - Owner of Action: Membership Committee Chair
 - Financial Expense: TBD – target (\$0-\$1,500)
 - Target Date: February 2024
 - Increase strategies for enhancing member engagement
 - Owner of Action: Executive Director
 - Financial Expense: TBD – target (\$0-\$1,500)
 - Target Date: August 2024

3. PROGRAM EXCELLENCE

Become the national standard for the training of veteran service officers and veteran advocates by delivering high quality/elite programs and services.

Goal 1: Complete a business case to support the hiring of a full-time staff to manage the education, training, and appeals programs

- Action Items:
 - Hire an external organization to conduct a business case in coordination with the Finance Committee
 - Owner of Action: Finance Committee
 - Financial Impact: TBD – target (\$2,500-\$4,000)
 - Target Date: January 2024

Goal 2: Develop and publish the NACVSO Training Manual and SOP's

- Action Items:
 - Map a curriculum that aligns with the career progression of County Veteran Service Officers (CVSOs) and addresses required accreditations
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact – TBD
 - Target Date – December 2024
 - Develop curriculum for peripheral subjects of equal importance, such as government and leadership courses
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact - \$0; no new investment required
 - Target Date - December 2024
 - Review, update, and publish the NACVSO Training manual handbook
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact - \$0; no new investment required
 - Target Date - July 2024

Goal 3: Invest in trainer professional development and recruitment

- Action Items:
 - Develop a strategy for increasing the number of trainers, including a standardized annual assessment of trainer qualifications
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact: \$0; no new investment required
 - Target Date: August 2024
 - Create or utilize professional development content for trainers to enhance their skills and abilities, possibly offering virtual training certificates
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact: TBD
 - Target Date: June 2024

- Explore supportive positions/opportunities for trainers who may not directly teach but support the training team
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact: TBD
 - Target Date: March 2024
- Develop checklists and standard operating procedures (SOPs) regarding trainer expenses and equipment
 - Owner of Action: Director of Education and Executive Director
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024



Goal 4: Develop a framework for measuring and evaluating training effectiveness across the spectrum of training and education services offered by NACVSO

- Action Items:
 - Categorize current and future training offerings, define objectives and expected outcomes, incorporate and implement assessment tools, and define and establish Key Performance Indicators (KPIs)
 - Owner of Action: Education Committee
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024
 - Develop surveys that capture training effectiveness metrics in concert with attendee satisfaction rates (i.e. rates of new member accreditation, claim success rate, improved appeals, etc.)
 - Owner of Action: Education Committee
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024
 - Establish a timeline for semi-regular review and revision of training modules
 - Owner of Action: Education Committee
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024

4. LEGISLATIVE INFLUENCE

Increase NACVSO's legislative influence on Capitol Hill in order to garner support for CVSOs and to promote the rights of veterans and their families.

Goal 1: Develop legislative priorities and present to Joint Congressional Veterans Affairs Committees annually

- Action Items:
 - Establish a regular presence at the Joint Congressional Veterans Affairs Committees and ensure an annual invitation to present legislative priorities
 - Owner of Action: Legislative Director; Delegate Liaison
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024
 - Advocate for an increase in joint committee testimony time from 2 minutes to 5 minutes
 - Owner of Action: Legislative Director; Delegate Liaison
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024
 - Develop a formal and repeatable process for maintaining contact with congressional staff
 - Owner of Action: Legislative Director; Delegate Liaison
 - Financial Impact: \$0; no new investment required
 - Target Date: April 2024
 - Implement survey and data collection strategies to inform legislative and procedural policies
 - Owner of Action: Legislative Director; Delegate Liaison
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024

Goal 2: Lead the advocacy in support of legislation that directly impacts the profession and/or the veterans we serve

- Action Items:
 - Collect county-specific data to highlight the impact of counties with CVSOs compared to those without, particularly in terms of pass-through constituent revenue
 - Owner of Action: Legislative Director and Executive Director
 - Financial Impact: TBD
 - Target Date: June 2024
 - Proactively develop training programs to support the implementation of any new legislation.
 - Owner of Action: Legislative Director
 - Financial Impact: \$0; no new investment required
 - Target Date: December 2024

Goal 3: Provide VA with recommendations to improve internal policies and processes that do not require congressional action.

- o Action Items:

- Determine 3-5 NACVSO priority focus areas for collaboration with the Department of Veterans Affairs (VA) and develop implementation plans
 - Owner of Action: Legislative Director and President or NSD
 - Financial Impact: \$0; no new investment required
 - Target Date: February 2024



5. FINANCIAL OVERSIGHT AND SUSTAINABLE GROWTH

The Executive Board effectively exercises its fiduciary responsibilities and ensures that all NACVSO programs and operations are fully funded.

Goal 1: Ensure that board members are prepared to perform strategic oversight and fiduciary duties, and establish and implement financial controls and policies that support the financial stability of NACVSO

o Action Items:

- Develop a comprehensive orientation process to ensure new board members are well-informed about NACVSO's operations, policies, and strategic objectives
 - Owner of Action: NACVSO President, NACVSO Treasurer & Executive Director
 - Financial Impact: \$0; no new investment required
 - Target Date: May 2024
- Provide mentorship and support to new board members, fostering their engagement and effectiveness in fulfilling their roles
 - Owner of Action: NACVSO President, NACVSO Treasurer & Executive Director
 - Financial Impact: \$0; no new investment required
 - Target Date: May 2024
- Develop and propose recommended internal financial control updates to be included in the NACVSO Policies and Procedures Manual (e.g., segregation of duties, monthly bank statement reconciliation, cash handling procedures, credit card use policies, income recording and review, control of the disbursement process, expense reimbursement review and approval, financial reporting, payroll and timesheet management, create and use budgets, conflict of interest policy, whistleblower policy, and banking account authority)
 - Owner of Action: NACVSO President, NACVSO Treasurer & Executive Director
 - Financial Impact: \$0; no new investment required
 - Target Date: May 2024





Goal 2: Ensure pricing structures for membership, training, and education support financial sustainability and growth

o Action Items:

- Conduct a comprehensive review of current pricing structures for programs and services, including membership, training courses, and conference registration fees
 - Owner of Action: Finance Committee
 - Financial Impact: TBD – target (\$2,500-\$4,000)
 - Target Date: December 2024
- Analyze the financial impact of current pricing on program and service operating costs
 - Owner of Action: Finance Committee
 - Financial Impact: TBD – target (\$2,500-\$4,000)
 - Target Date: December 2024
- Develop a proposed 5-year pricing structure for membership, training courses, and conference registration fees that will generate sufficient revenue to cover ongoing program and service operating costs and investments required to implement the NACVSO strategic plan
 - Owner of Action: Finance Committee
 - Financial Impact: TBD – target (\$2,500-\$4,000)
 - Target Date: December 2024

