



# PARALYZED VETERANS OF AMERICA

brave. push. forward.



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# AGENDA



INTRO



CHALLENGES



RECOMMENDATIONS



Q&A



The Hub And Spoke Model of Service Distribution:



Highlights of 2012 Impact

Supported more than 50,000 veterans & their families

Invested \$1.2 million in research into new treatments

Provided expert, independent oversight for VA health-care services  
40 medical facility site visits

We helped hundreds of veterans with disabilities secure good careers

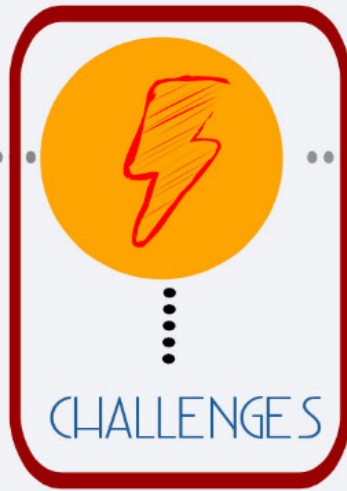
Fought miles of government "red tape" to secure and deliver \$250 million in earned veterans benefits

600 scholarships to empower health-care professionals to attend Summit 2012

Source: PVA 2012 Annual Report



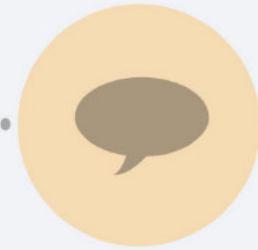
INTRO



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Aging Membership



Increased Competition



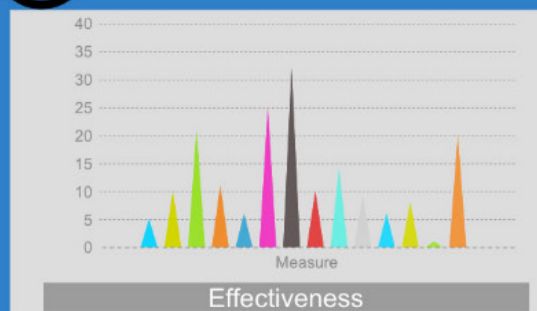
Increasing Costs



Decreasing Feasibility of Direct Mail



Uneven Chapter Effectiveness



Changing Donor Profiles





Source: <http://Shutterstock.com/>



INTRO



CHALLENGES



RECOMMENDATIONS



Q&A

1



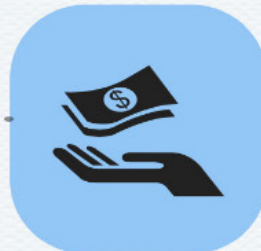
**Restructure Organizational Model**

2



**Reposition The PVA Brand**

3



**Diversify Revenue Streams**

## Recommendation

**Restructure Organizational Model**

## Methodology

**Create a Balanced Scorecard**

### 1st Tactic

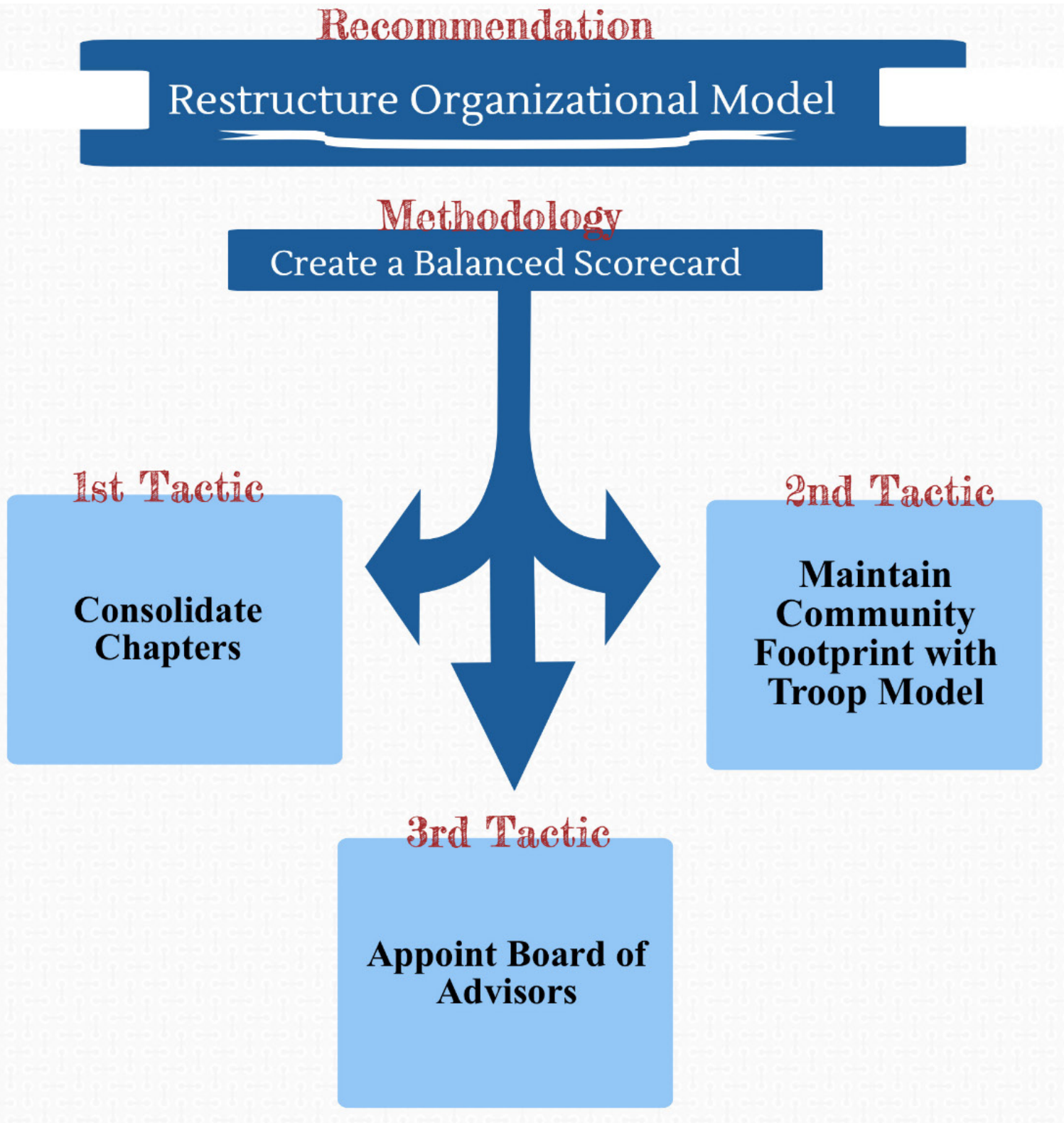
**Consolidate Chapters**

### 2nd Tactic

**Maintain Community Footprint with Troop Model**

### 3rd Tactic

**Appoint Board of Advisors**



## Methodology



### Create a Balanced Scorecard



#### Methodology: Implement a Balanced Scorecard for the Organization

Functional Unit	Metric	Reasoning
<b>I- Constituent Services</b>	# of programs provided to community	8 programs are expected, 6 - 7 put on a performance improvement plan, 5 or below consolidation risk
	# of members served through all 8 programs	Must be at least half of the chapter, or services are not considered to be extensive and comprehensive
<b>II- Organizational Stewardship</b>	Number of active chapter officers	All leadership positions filled
	Resource allocation	Proper distribution of resources amongst 8 programs and fundraising activities
<b>III- Fundraising</b>	Fundraising Goals	The chapter must be running at a profit, using donated dollars to further their service of SCI/D members and patients
	Diversification of revenue streams	Chapters must already have diverse revenue streams or demonstrate progress toward implementation of them
<b>IV- Branding</b>	Use of proper branding	All chapters and associated marketing materials must use new logo

# 1st Tactic



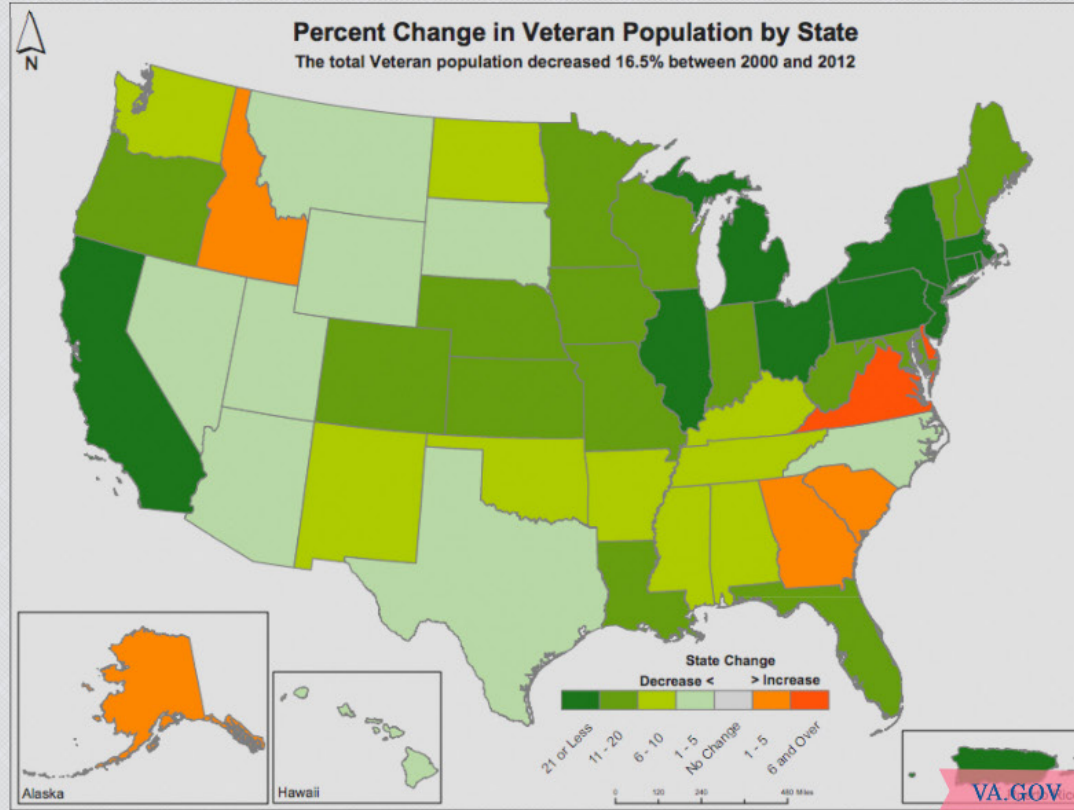
## Consolidate Chapters

### Benefits:

- Efficiency gains
- Increase profit
- Economies of scale savings



### Veteran Population shift between 2000 and 2012



**American Red Cross**



## 2nd Tactic

### Maintain Community Footprint With A Troop Model



#### Similar Models



#### The Social Psychology of Peer Groups



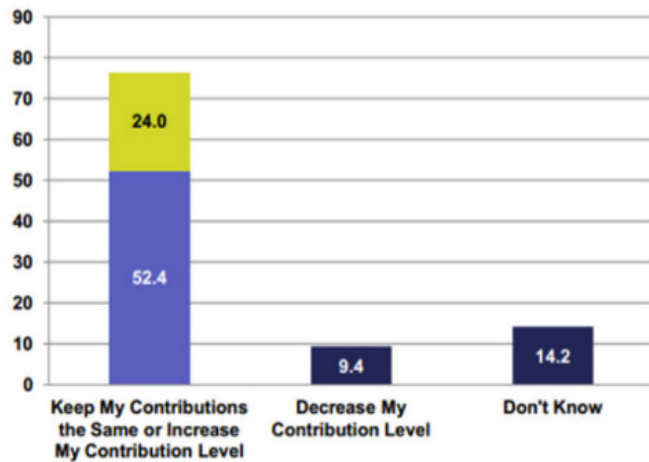
Organization	Number of Members	Annual Membership Dues	Total Assets	% of Assets from Dues
Girl Scouts	2,291,425	\$36,960,000	\$186,230,000	19.8%
Boy Scouts	1,528,673	\$22,930,095	\$33,993,993	64%
National Panhellenic Conference	26	\$309,144	\$317,144	97%
PVA	20,000	0	\$51,459,785	0%
	20,000 * \$20/pp *Current Membership	\$400,000	\$51,859,785	.77%
	+50,000 **Potential new Members from VA			
	= 70,000 * \$20/pp	\$1,400,000	\$52,859,785	2.6%

# 3rd Tactic

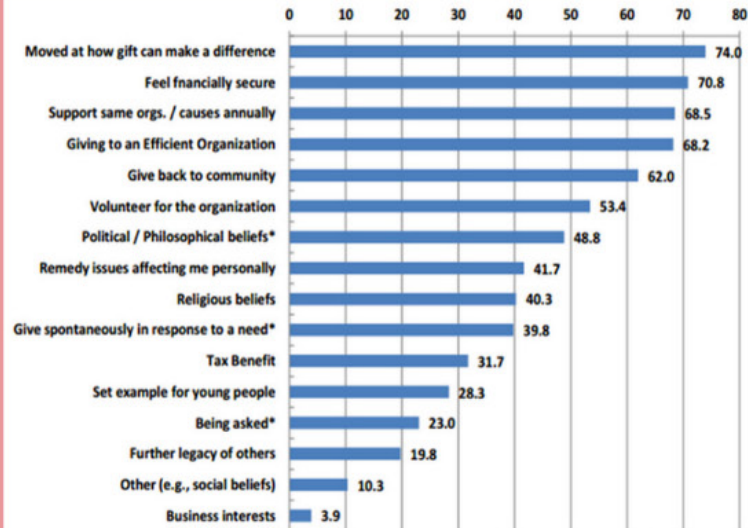
## Appoint Board Of Advisors



Wealthy Donor Charitable Giving Forecast for the Next 3 to 5 Years (Percentage)



\*2012 Bank of America Study of High Net Worth Philanthropy



Source: 2012 Bank Of America of high net worth Philanthropy

## Appoint Board Of Advisors



\$5,000 Annual Contribution

*Thank you for Listening*

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Please Engage with us!  
Questions and Comments

## Strategy 2:

## Reposition the PVA Brand



Member Kate Callahan said after her accident, “I was totally bewildered. I didn’t understand how this could happen to me,” she said. “I thought my life was over.” Kate had been an avid athlete before her injury, playing softball and backpacking through Yellowstone Park every year.

There is a science to buying, or giving, people must have a mental connection to the brand. Heuristics is the idea that upon seeing a logo the person’s senses will illuminate with the feelings associated with that brand. We aim to have the PVA logo make people feel three key emotions; 1. empowerment, 2. patriotism, and 3. understanding.

To do this, PVA must be ahead of its brand telling its story and ensuring that donors are aware of the power PVA has in making a difference in our veterans lives.



## Diversify Revenue Streams

*Tactic #1: Start Gradual Shift from Direct Mail to Alternative Fundraising Streams*

*Tactic #2: Employ Internet and Social Media Fundraising Campaigns*

*Tactic #3: Place Renewed Emphasis on Legacy Giving*

*Tactic #4: Improve Internal Giving by Members and Staff*

*Tactic #5: Target Emerging Demographics for Increased Donations*