



**CAMARADERIE • RESPECT • CONFIDENTIALITY • WELL-BEING**  
**FREE PEER SUPPORT FOR IRAQ/AFGHANISTAN-ERA VETS**

# **Vets4Vets**

## **Strategic Planning**

### **Report**

**July 2010**

Provided to Vets4Vets by:  
Pima Prevention Partnership, Inc.

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## **Executive Summary**

Starting with focus groups in late summer of 2009 and culminating with small workgroup discussions in May 2010, Vets4Vets national staff and key stakeholders participated in extensive discussions, review, and strategic planning efforts. While the mission, vision, and core principles of Vets4Vets did not undergo any changes during this process, significant progress was made in developing clarity regarding Vets4Vets target population, issues, current processes, financial management, governance, Board roles, and fundraising. The process suggested the following specific goals and objectives for Vets4Vets to focus on in the immediate future.

### ***Goals and Objectives***

The following goals and objectives were developed as part of this strategic planning process for Vets4Vets to undertake at this time:

#### **Goal 1: To provide high-quality training and technical assistance to all Vets4Vets local leaders**

Objective 1: Provide Leadership Training within two months of recruitment to all new local leaders each year

Objective 2: Provide continuous support to local leaders throughout the year

#### **Goal 2: To increase the reach of local group efforts throughout the country with exceptional local leader recruitment, high-quality local group experiences, and effective marketing**

Objective 3: Recruit at least ten new local leaders each year

Objective 4: Conduct at least one Workshop each year at each location where a local group is established

Objective 5: Increase the number of veterans participating in each local group by 10% each year

Objective 6: Create awareness of national and local Vets4Vets efforts among all targeted veterans in local communities each year

#### **Goal 3: To provide a high-quality Vets4Vets Workshop experience to up to 1% of all returning veterans in the country which will assist participants in reducing the negative mental health effects of military experience and improve their ability to reintegrate into society**

Objective 7: Double the number of national and local Workshops each year

Objective 8: Establish 10 new third-party (i.e other organization) Workshops around the country each year

Objective 9: Increase the attendance at each national and local Workshop by 10%/ year

Objective 10: Assist participants in reducing negative mental health effects of military experience and improve their ability to reintegrate into society as a result of attending a Workshop

Objective 11: Implement follow-up and participant tracking rosters with all national and local Workshops by the end of the first year

**Goal 4: To provide effective individual support to all Vets4Vets participants following Workshops**

Objective 12: Ensure that all Vets4Vets participants are provided with opportunities for peer-to-peer support following a Workshop

***Other Key Findings***

- Two issues were clarified by planning group participants as part of this process:
  - Issue 1: Reducing the negative psychological and emotional effects of combat deployment among OIF/OEF veterans.
  - Issue 2: Reintegrating veterans back into society.
- The Vets4Vets Board of Directors, while important in staking the vision of the organization, is under-utilized in fundraising.
- Fundraising, while not problematic in the early years of Vets4Vets, has become more difficult, with burdensome reporting requirements.
- Although Vets4Vets has done excellent work in complying with financial requests, including successful annual audits, the addition of local office requires more detailed budgeting.
- The funding picture for regional offices is unclear for the long term and the development of local source of funding must be addressed.

***Recommendations***

1. Review the Strategic Planning Report with staff and key stakeholders
2. Create work plans for staff and volunteers based on the goals and objectives contained in this report
3. Develop new fundraising goals and protocols that will help Vets4Vets achieve its programmatic goals
4. Consider developing third-party Workshop protocols to increase the number of veterans that participate
5. Enhance Board of Directors efforts through the development or re-envigorating of committees for fundraising, finance, and public relations/marketing
6. Develop a fiscal year budget for national and regional offices
7. Develop written staff policies and procedures to address an increasingly decentralized workforce

Details to these findings are contained within this report.

## Background

Vets4Vets is a 501(c)(3) nonprofit organization headquartered in Tucson, Arizona, with branch offices in Pennsylvania, Texas and Florida. It has conducted free, unique weekend-long Workshops for OIF (Operation Iraqi Freedom) Iraqi veterans and OEF (Operation Enduring Freedom) Afghanistan veterans since 2005. Participants primarily learn to share and listen to one another in a safe and enclosed environment. Workshops are three days in length and generally span Friday through Sunday. All costs associated with travel, lodging and other costs are borne by Vets4Vets in order to make Workshops accessible to any targeted veteran who wishes to attend.

In its *Vets4Vets Program Evaluation Report 2008*, researchers at Wichita State University in Kansas identified a number of findings from Vets4Vets staff and participant interviews, and from participant surveys. Below are a few:

- All local groups used the uninterrupted listening technique
- There was concern about addressing waning local group participation and local leader burnout
- Weekends showed some reductions in substance abuse and showed improvements in several protective factors
- Contact with a Vets4Vets “buddy” after Workshops was related to positive results among participants

The Executive Director and Board of Directors have made clear their goal of having 1% of all returning OIF/OEF veterans—approximately 20,000—participate in a Vets4Vets Workshop.

In January, 2010, Pima Prevention Partnership engaged in a series of workshops, work groups, and meetings with key stakeholders, including national staff members, of Vets4Vets in order to develop a strategic plan and to provide input to governance and finance, including fundraising.

## **Mission and Target Population**

Vets4Vets key stakeholders reviewed the organization's mission and vision statements during a leadership Workshop in Tucson in January 2010. During a planning group conducted at the Workshop, these stakeholders also developed clarifications of the target population, the issue(s) being addressed, and the goals, objectives, and outcomes of Vets4Vets. All input from the key stakeholders were identified in large and small groups using a consensus planning model. These results were refined into a strategic planning logic model which can be found in the Appendix.

### ***Mission Statement:***

Vets4Vets is a non-partisan organization dedicated to helping Iraq and Afghanistan-era veterans to heal from the psychological injuries of war through the use of peer support.

### ***Vision Statement:***

Anytime a veteran needs to talk with someone who really understands, a local Vets4Vets peer support group is available at no cost. We envision Vets4Vets being a common name in the minds of all veterans as a place where they, and their comrades, can go to heal.

### ***Principles***

- Sharing personal experiences with those who have shared similar experiences is a powerful healing tool
- Peer support does not require professionals
- Peer support can take place in many formats, including weekend Workshops, one-on-one, and in small groups
- By taking equal and uninterrupted turns, we benefit by both listening and speaking
- By expressing the feelings associated with our experiences, we help each other to heal

### ***Target Population***

**Who:** OIF and OEF veterans and any active duty, Reserve, or National Guard military member who served since 9/11, primarily those who were deployed to a combat theater.

**Ages:** Primary age group is 35 and under.

#### **Primary Locations for Recruitment:**

- Universities, four-year and community colleges

- VA facilities and hospitals
- Staff with Department of Corrections, Border Patrol, and law enforcement agencies
- Military units

**Targeted Demographics:**

- Male and female veterans
- Married or single
- Students
- Spouses and partners of veterans
- Physically or emotionally disabled

***Issue 1:***

**Reducing the negative psychological and emotional effects of combat deployment among OIF/OEF veterans.**

***Consequences of this Issue:***

- Post Traumatic Stress Disorder (PTSD)
- Traumatic Brain Injury (TBI)
- Anxiety and mistrust of others
- Isolation, alienation and loneliness
- Loss of identity
- Depression
- Suicide

***Issue 2:***

**Reintegrating veterans back into society.**

***Consequences of this Issue:***

- Feelings among veterans of not fitting in with family and society
- Inability to find purpose in life
- Inability to find structure in daily life
- Feelings of stigma associate with getting help
- Difficulty in maintaining positive social relationships
- Domestic violence
- Criminal behavior

- Substance abuse
- Incarceration
- Loss of income or property
- Homelessness



Participants in the national Workshop held in Tucson, Arizona, in January 2010.

## Stakeholder Planning

In January 2010, participants in a national Workshop conducted in Tucson, Arizona, completed a planning survey at the end of the first day of the weekend event. In all, 18 individuals completed the survey, which incorporated open-ended questions. These individuals identified themselves as:

- **Board Members – 2**
- **Local Leaders – 9**
- **Local Staff – 3**
- **National Staff – 3**
- **Participants – 1**

While the length of time that these participants had been associated with Vets4Vets ranged from 3 years to 1 week, the average length of time was 12.8 months. Exactly half of the participants had been associated with Vets4Vets for at least one year and the other half for less than a year.

Below are the key findings, based on an analysis of the completed planning surveys.

### **A. What is the Purpose of Vets4Vets?**

When asked what they believed was the purpose of Vets4Vets, participants identified five primary purposes for Vets4Vets. The responses showed consistency with the stated mission and vision of Vets4Vets. The results are listed in ranked order.

1. **To provide peer support for returning veterans**
2. **To provide opportunities for returning veterans to talk, confide, and share experiences**
3. **To provide a safe and confidential space for returning veterans**
4. **To provide networking opportunities for returning veterans**
5. **To help returning veterans reintegrate successfully into society**

### **B. Who Are the People Served by Vets4Vets?**

Participants very consistently identified **returning veterans of OIF (Operation Iraqi Freedom) and OEF (Operation Enduring Freedom in Afghanistan)** as being the people served by Vets4Vets. Participants also identified veteran families and their communities. Vets4Vets has held one Workshop aimed at spouses or partners of veterans and intends to expand such workshops in the future.

### **C. What Is the Process for Outreach and Referrals to Vets4Vets?**

When asked to describe the process for outreach and referrals to Vets4Vets, responses fell mostly into five categories. They are listed in ranked order.

1. **By word of mouth**
2. **Through participation in Workshops**
3. **Through recruitment by local leaders and local groups**
4. **Through recruitment by national staff**  
Through a community coalition

The *community coalition* was indicated as being different from national or local staff members.

### **D. How Do You Know When Vets4Vets Has Been Successful in Achieving Its Goals?**

Respondents to the planning survey were very consistent in answering the question, “How do you know when the Vets4Vets has been successful in achieving its goals?” Responses fell into only three categories, which are listed below in ranked order.

1. **When participating veterans exhibit positive changes and connections with one another**
2. **When the number of Workshop participants increases and includes all targeted veterans**
3. **When there are strong, functioning local groups throughout the country**

For response category number 2 above, responses also included, “When the number of OIF/OEF veterans who attend workshops exceeds 20,000.”

### **E. What Can Be Done to Make Vets4Vets More Effective?**

When asked what they thought could be done to make Vets4Vets more effective in the future, participants provided responses that fell into four categories. They are provided below in ranked order.

1. **Increase fundraising**
2. **Conduct more Workshops**
3. **Increase marketing efforts to improve the visibility of Vets4Vets**
4. **Provide more Leadership Training**

## **F. What Trainings or Information Would Be Most Useful for Vets4Vets Participants?**

Participants were not in as much unison in their responses to the question of “What trainings or information do you feel would be most useful for Vets4Vets participants?” Their responses fell into seven categories, with no category receiving more than three responses each. They are listed below in no specific order.

- **Peer support**
- **Leadership training**
- **Starting up a local group**
- **Conducting local Workshops**
- **Marketing**
- **Following up with participants**
- **Identifying local resources for veterans**

## **Infrastructure**

National staff members were questioned in a group setting about Board Organization and Financial Management. Their responses were taken down in notes and transcribed. Input from the staff was corroborated, when possible, with secondary source data, such as manuals, web page listings, and other organizational documents. In addition to identifying currently processes, recommendations for possible ways to improve each process were identified.

### **G. Board Structure and Governance**

Vets4Vets works with a seven-member board, with three members serving as officers. Five of the members are veterans of military service. Two Board members are peer support experts. Most Board members emerged from states with the most active efforts. Therefore, four Board members are from California and one is from New York. No Board members represent the most recently expanded areas in Texas, Florida, or Pennsylvania. The Board meets twice a year and conducts other business by telephone or email between meetings.

The officer positions for the board are:

- **President**
- **Treasurer**
- **Secretary**

No staff members, including the Executive Director, sit on the Board. The Executive Director and national staff members are all veterans of military service.

All major decisions related to Vets4Vets finances, mission, or to its Executive Director must be made by a majority of the Executive Committee of the Board. Board members are not provided with a new Board member orientation or kit. However, all Board members have written job descriptions.

Vets4Vets also has a five-member Advisory Committee made up of psychiatric experts from around the country. They have no role in the day-to-day activities of Vets4Vets.

### ***Possible Ways to Improve This Process***

- **Expand the Board to include more members, including those that represent specific regions of the country**
- **Add other veterans to the Board**
- **Increase the responsibilities of the Advisory Board**

- **Develop effective committees for fundraising, finance, and public relations/marketing**
- **Train all Board members to be effective fundraisers**
- **Provide Board members with effective orientation**

## **H. Financial and Staff Management**

As a 501(c)(3) nonprofit organization in good standing, Vets4Vets submits to annual auditing. It also works with a certified public accountant to track all costs associated with running Vets4Vets operations.

The Vets4Vets Administrative Director and Executive Director receive regular statements of accounts; including income statements, grant management, and funds remaining. Regional office staff work with budgets based on funding source amounts and requirements.

Hard-copy financial records are kept in secured file folders. All electronic financial records are tracked with QuickBooks financial software.

Progress reports are provided in a timely fashion to funders that request them.

### ***Possible Ways to Improve This Process***

- **Improve reimbursement tracking for veterans who are funded to attend Workshops**
- **Develop a fiscal year budget for regional offices**
- **Develop written policies for expenditures, i.e., which need Executive Director approval**
- **Develop strict policies for staff, including attendance, conflict resolution, standards of conduct, etc.**
- **Develop a system for ensuring compliance by all regional staff with Vets4Vets**

## **Fundraising**

Since its inception, Vets4Vets has depended primarily on grants and large donations to ensure its financial viability. In the previous year, a higher percentage of funding has come from smaller donors or from restricted grants, such as for regional development or for specific Workshops. This has created a need for Vets4Vets to identify ways to increase and diversify its fundraising especially for its national staff and open national workshops.

## **I. Fundraising Roles and Responsibilities**

Almost all funds raised for Vets4Vets are raised by professional staff members. Most funding is raised by the national staff office, with some regional funding identified by regional staff.

The Executive Director is the primary writer for grant requests. He is also the primary representative for Vets4Vets in making large donation requests. The Board of Directors has a very limited role in fundraising.

Other national staff members are involved with organizational and foundation contact, individual donor prospecting, and fundraising administration.

Regional staff members in Pittsburgh, Dallas, Houston, Rio Grande Valley (Texas), and Jacksonville are responsible for individual donor prospecting. The goal is for local offices to dedicate half of all funds raised locally for national operations including the national office in Tucson and open national workshops.

### ***Barriers to Fundraising***

- **Progress reporting, especially to small foundations, is burdensome to staff and takes away from time that could be spent raising funds**
- **Staff and volunteers are inexperienced at fundraising**
- **House Parties, which were recommended by a consultant, have not yet proven to be effective as a fundraising source for Vets4Vets**
- **There is a lack of clarity about the fundraising roles among national and regional staff members**
- **Board members do not have a defined fundraising role**
- **The Board's Fundraising Committee has been under-used**

### ***Possible Ways to Improve This Process***

- **Hire or contract with a dedicated grant writer that has a successful track record**
- **Conduct and report on basic research and evaluation on the effectiveness of the Vets4Vets methodology to include in funding requests**
- **Create templates for statements of need that can be tailored to national and local requests**
- **Provide staff and Board training on the basics of fundraising and private donor cultivation**

**J. Fundraising Picture for Vets4Vets in 2010-11**

The fundraising picture for Vets4Vets is a dynamic one, with new prospects and grant applications being addressed regularly. However, in May 2010, the national staff provided the following snapshot of estimated expenses and projected fundraising from May 2010 through April 2011, which has been updated to reflect fundraising successes since May.

Table 1 below shows the need for raising funds in order to continue to staff regional offices.

**Table 1: Field Staff Funding Outlook for the Next Year (July 2010 through June 2011)**

Location	Forecast
Pennsylvania	No funds after September 10, 2010
Dallas	No funds after December 10, 2011
Rio Grande Valley	No funds after October 31, 2011
Houston	No funds after January 31, 2012
Jacksonville	No funds after April 30, 2011

***Estimated Expenditures, May 2010 through April 2011***

Tables 2 and 3 below show the estimated annual expenditures for Vets4Vets national and regional offices for one year, as determined by national staff.

**Table 2: National Office Expenses, estimated 2010-11**

Item	Cost
Staff Costs (4 staff)	200,000
Office, travel, etc.	200,000
National Workshops (12 x \$7,000 each)	84,000
Other Conferences	40,000
<b>National Office Total</b>	<b>524,000</b>

**Table 3: Field Office Expenses, estimated 2010-11**

Item	Cost
Staff Costs (4.5 staff)	180,000
Overhead + Workshops	100,000
Other Costs	40,000
<b>Field Office Total</b>	<b>320,000</b>

**Total Estimated Costs: \$844,000**

***Current Income, Prospective and Future Prospect Revenue Sources  
May 2010 through April 2011***

Table 4 below shows the current estimated income for Vets4Vets in the next year. This is considered to be income which has been received already, or for which a contract for funding is in hand.

Table 5 describes prospective income that is likely or very possible, based on a previous history of funding or on assurances that have been received by national staff. These funds are considered by national staff to have up to an 80% likelihood of success. Given this estimate, no more than \$160,000 should be planned from these sources.

**Table 4: Current Income, as of May 2010\***

Source	Amount
Rockefeller Brothers Fund (NY Foundation)	40,000
Local Foundations	280,000
McCormick Foundation (conference funding)	25,000
Individuals	2,500
<b>Current Income Total</b>	<b>337,500</b>

*\*Income for which a contract is in hand*

**Table 5: Prospective Income\* , May 2010 through April 2011**

Source	Solicitation Date	Amount
Individual	9/2010	50,000
Harvard Prospects	6/2010	50,000
Woodruff Foundation	10/2010	50,000
Reese Health Trust	5/2010	25,000
Agua Fund	5/2010	15,000
AZ Veterans Services	5/2010	10,000
<b>Prospective Income Total</b>		<b>200,000</b>

*\*Income likely, as from renewable sources or from former funding sources*

Table 6 below describes future prospects that have been already identified by national staff. These include house parties, which have only been tried with very limited success. These funds are considered by national staff to have no more than a 10-15% likelihood of success. Given this success estimate, no more than approximately \$152,000 should be planned from these sources.

**Table 6: Future Prospects\* , May 2010 through April 2011**

Source	Solicitation Date	Amount
SAMHSA (LA grant)	10/2010	250,000
Local House Parties		180,000
Dallas           50,000	TBD	
Houston        50,000	TBD	
Pittsburgh     50,000	TBD	
Jacksonville  20,000	TBD	
RGV            10,000	TBD	
Texas Veterans Commission	5/2010	160,000
Staunton Farms	9/2010	110,000
McCormick Foundation	TBD	100,000
IADIF	TBD	92,000
National House Parties	TBD	60,000
New York       25,000	TBD	
Los Angeles   25,000	TBD	
Tucson         10,000	TBD	
Grassroots Int'l Presente Fund	6/2010	15,000
Newman's Own Foundation	9/2010	10,000
Other Corporations	Ongoing	10,000
Small Donations	Ongoing	10,000
Help American Foundation	7/2010	7,500
Combined Federal Campaign	8/2010	5,000
Raytheon Missile Systems	9/2010	2,500
<b>Future Prospects Total</b>		<b>1,012,000</b>

*\*Income unknown*

Given the likelihood of funding described above, the total fundraising amount possible if all sources are approached, may not be more than approximately \$649,500 between May 2010 and April 2011. **This would leave a gap of approximately \$150,000 between this projected income and the estimated expenses.** Certainly, this is only an estimate and is subject to variations in projection and interpretation. But it serves to illustrate the precarious nature of the finances for Vets4Vets.

## About Pima Prevention Partnership

The Partnership is a nationally-recognized, non-profit technical services and direct services provider based in Tucson, Arizona, and with offices in Phoenix and in Majuro, Republic of the Marshall Islands. Its **Technical Services Division** is comprised of skilled and trained professionals experienced in community development, strategic and program planning, program development, best practices research and application, grant and contract development, as well as process and outcome evaluation.

The Partnership's Technical Services Division includes a **Department of Public Policy and Training** which has a staff of J.D. and Masters-level professional policy analysts, technical advisors, and trainers who are highly skilled in policy development and advocacy, strategic planning, training techniques effective with adult and youth learners, and technical assistance. The Partnership's **Department of Research and Evaluation** has a staff of Ph.D. and Masters-level professional evaluators who are highly skilled in all aspects of outcome and process evaluation in the public health arena. Many are known nationally for their contributions in both academic and applied research settings. Several staff members are also University of Arizona-certified consultative planners and trained in the application of the national Strategic Prevention Framework model. The Partnership has completed multiple evaluations for complex, cross-site, federally-funded projects, including "science to service" grants, funded by the U.S. Department of Health and Human Services and the U.S. Department of Justice. Locally, statewide, and nationally, The Partnership provides evaluation services for other non-profits and governmental institutions.

**Appendix:  
Goals and Objectives**

## Leadership Training

Goal: To provide high-quality training and technical assistance to all Vets4Vets local leaders

Objectives	Activities to Achieve Objectives	Intermediate Outcomes	Long-term Outcomes
<p>1. Provide Leadership Training within two months of recruitment to all new local leaders each year</p>	<ul style="list-style-type: none"> <li>• Conduct Leadership Trainings at the national office and on-site or regionally</li> <li>• Integrate specific topics into Leadership Training, including:                             <ul style="list-style-type: none"> <li>○ Establishing, maintaining and strengthening local groups</li> <li>○ conducting Workshops</li> <li>○ peer-to-peer support structure and theory</li> <li>○ administrative skills</li> <li>○ peer counseling methods</li> <li>○ fundraising</li> <li>○ public relations</li> <li>○ marketing</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Local leaders improve leadership capacity</li> <li>• More veterans and family members participate in local groups and Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Veterans reduce negative psychological and emotional effects</li> <li>• Veterans reintegrate back into society successfully</li> </ul>
<p>2. Provide continuous support to local leaders throughout the year</p>	<ul style="list-style-type: none"> <li>• Solicit and include feedback from local leaders into Leadership Training and Leadership Manual in order to maintain continuous improvement</li> <li>• Provide follow-on technical assistance from national staff to local leaders</li> </ul>		

## Local Groups

**Goal: To increase the reach of local group efforts throughout the country with exceptional local leader recruitment, high-quality local group experiences, and effective marketing**

Objectives	Activities to Achieve Objectives	Intermediate Outcomes	Long-term Outcomes
3. Recruit at least ten new local leaders each year	<ul style="list-style-type: none"> <li>• Implement a rigorous prospective local group leader screening process</li> <li>• Identify veterans who are involved in their communities and have positive connections with other veterans</li> </ul>	<ul style="list-style-type: none"> <li>• Local leaders improve leadership capacity</li> <li>• More veterans and family members participate in local groups and Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Veterans reduce negative psychological and emotional effects</li> <li>• Veterans reintegrate back into society successfully</li> </ul>
4. Conduct at least one Workshop each year at each location where a local group is established	<ul style="list-style-type: none"> <li>• Conduct one-day Workshops</li> <li>• Increase the number of full-length Workshops</li> </ul>		
5. Increase the number of veterans participating in each local group by 10% each year	<ul style="list-style-type: none"> <li>• Improve the local group experience by making it more enjoyable through socials, picnics, and organized games and tournaments</li> <li>• Encourage participating veterans to bring other veterans to local meetings through systematic appeals</li> <li>• Provide snacks and refreshments to participants at gatherings</li> </ul>		
6. Create awareness of national and local Vets4Vets efforts among all targeted veterans in local communities each year	<ul style="list-style-type: none"> <li>• Provide participating veterans with local group contact information to promote effective peer recruitment</li> <li>• Integrate effective local and national media into all local group efforts</li> <li>• Connect all local groups with</li> </ul>		

**Vets4Vets Strategic Planning Report**

<b>Objectives</b>	<b>Activities to Achieve Objectives</b>	<b>Intermediate Outcomes</b>	<b>Long-term Outcomes</b>
	other veteran-serving organizations		

## Workshops

**Goal: To provide a high-quality Vets4Vets Workshop experience to up to 1% of all returning veterans in the country which will assist participants in reducing the negative mental health effects of military experience and improve their ability to reintegrate into society**

Objectives	Activities to Achieve Objectives	Intermediate Outcomes	Long-term Outcomes
7. Double the number of national and local Workshops each year	<ul style="list-style-type: none"> <li>Hire additional regional staff</li> <li>Provide stipend incentives to local group leaders for conducting Workshops</li> </ul>		
8. Establish 10 new third-party Workshops around the country each year	<ul style="list-style-type: none"> <li>Develop third-party Workshop guidelines and implementation materials</li> <li>Develop “franchising” methodology</li> </ul>	<ul style="list-style-type: none"> <li>More veterans and family members participate in local groups and Workshops</li> </ul>	
9. Increase the attendance at each national and local Workshop by 10% each year	<ul style="list-style-type: none"> <li>Improve community outreach by local leaders</li> <li>Develop non-discrimination protocols for local groups regarding veteran discharge status</li> <li>Conduct local Workshops during the days of the week that have been identified locally as most effective</li> </ul>	<ul style="list-style-type: none"> <li>Veterans participate in positive activities for longer durations</li> </ul>	<ul style="list-style-type: none"> <li>Veterans reduce negative psychological and emotional effects</li> <li>Veterans reintegrate back into society successfully</li> </ul>
10. Assist participants in reducing negative mental health effects of military experience and improve their ability to reintegrate into society as a result of attending a Workshop.	<ul style="list-style-type: none"> <li>Update Workshop training materials and facilitator guides annually using the latest evidence-based practices, staff and participant feedback, and evaluation findings</li> <li>Provide useful tools regarding coping skills, connecting with other veterans, and establishing and maintaining personal relationships</li> </ul>	<ul style="list-style-type: none"> <li>Workshop and local group participants improve pre- and post-test results</li> </ul>	
11. Implement follow-up and participant	<ul style="list-style-type: none"> <li>Develop national and local databases</li> </ul>		

**Vets4Vets Strategic Planning Report**

<b>Objectives</b>	<b>Activities to Achieve Objectives</b>	<b>Intermediate Outcomes</b>	<b>Long-term Outcomes</b>
tracking rosters with all national and local Workshops by the end of the first year	<ul style="list-style-type: none"><li>• Provide follow-up protocols and training to all local leaders</li></ul>		

## One-on-One Support

**Goal: To provide effective individual support to all Vets4Vets participants following Workshops**

Objectives	Activities to Achieve Objectives	Intermediate Outcomes	Long-term Outcomes
<p>12. Ensure that all Vets4Vets participants are provided with opportunities for peer-to-peer support following a Workshop</p>	<ul style="list-style-type: none"> <li>• Encourage Workshop participants to engage with local groups and one-on-one support</li> <li>• Provide participants useful Workshop tools and information about follow-up actions, such as:                             <ul style="list-style-type: none"> <li>○ writing letters and emails</li> <li>○ calling one another</li> <li>○ using social networking sites</li> <li>○ establishing personal relationships</li> </ul> </li> <li>• Provide “buddy lists,” or peer contact information to workshop participants</li> <li>• Encourage participants to share Personal Care Plans with trusted peers and Workshop leaders</li> <li>• Establish formal follow-up protocols for Personal Care Plans</li> </ul>	<ul style="list-style-type: none"> <li>• More veterans and family members participate in local groups and Workshops</li> <li>• Veterans participate in positive activities for longer durations</li> <li>• </li> </ul>	<ul style="list-style-type: none"> <li>• Veterans reduce negative psychological and emotional effects</li> <li>• Veterans reintegrate back into society successfully</li> </ul>





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**FREE PEER SUPPORT FOR IRAQ/AFGHANISTAN-ERA VETS**