

# 2015 ANNUAL REPORT



**FULLFILLING OUR PROMISES**  
TO THE MEN AND WOMEN WHO SERVED

KEEPING THE PROMISE TO  
**AMERICA'S**  
**VETERANS**



*J. Marc Burgess*  
**J. Marc Burgess**  
National Adjutant &  
Chief Executive Officer



*Moses A. McIntosh Jr.*  
**Moses A. McIntosh Jr.**  
National Commander



*Ron F. Hope*  
**Ron F. Hope**  
Chairman  
Board of Directors

Dear Friends of DAV,

Together, we hold dear the knowledge that America's injured and ill veterans—our country's selfless heroes—deserve a lifetime of the best possible care we can provide. We share in the understanding that, no matter their stage in life, these men and women should get the health care, education and disability benefits they earned through their service and that they should never have to face this journey alone.

We know, as do you, that every veteran matters. This is why we stand together now to honor veterans, to help them transform their lives and to provide the support they need whenever they may need it. Veterans of all generations are eager to lead fulfilled and productive lives, and DAV is proud to be a part of making that happen for more than 1 million veterans every year.

For nearly a century, DAV's core mission has been to ensure that our nation's sacred promise to care for its veterans is kept. We give voice to the needs of veterans and their families through our claims services, volunteerism and advocacy work. We offer free professional assistance to all veterans and their families in obtaining benefits from the Department of Veterans Affairs, and we work effectively on Capitol Hill to protect the full range of earned services and benefits on behalf of veterans. In addition, we facilitate volunteer initiatives so veterans and concerned citizens can provide a special thank-you to the men and women in their local communities who have made our way of life possible.

In 2015, at more than 100 offices across the United States and Puerto Rico, DAV assisted with more than 300,000 claims for veterans to obtain earned benefits from the VA—all at no cost to the veterans. Our professionally trained National Service Officers and Transition Service Officers—who are all veterans themselves—are often the first encounter veterans have with DAV. These expertly trained men and women guide their fellow veterans from start to finish through the claims process for VA disability compensation and offer counseling on rehabilitation and education programs, pensions and death benefits as well as employment and training programs.

Since its inception in 2014, DAV's Employment Department has continued to cultivate invaluable resources for veterans and employers. In 2015, we doubled our previous year's efforts by hosting 71 DAV All Veterans Career Fairs in 40 cities, offering job opportunities to nearly 26,000 transitioning service members, veterans and their spouses.

Our volunteer initiatives helped veterans by providing more than 700,000 trips to medical appointments and improving their quality of life through formal and informal efforts in communities nationwide.

In the following pages, you will learn about DAV's programs, accomplishments and dedication to injured and ill veterans, their families and survivors. As a network of veterans helping veterans, we are privileged to play a role in caring for our military men and women. It is the responsibility of every American citizen to honor the promises made to veterans, and together we can do this by ensuring we provide the resources needed to help them achieve their life's goals despite devastating injuries or illness.

DAV maintains a reputation for wise stewardship of the funds we receive in support of our services and programs and, like our supporters, we place the utmost importance on transparency and accountability. We know you want to see how your contributions help veterans and their families, and we believe this annual report reflects both sound fiscal management and a clear focus on returning the highest amount possible toward direct services to veterans. We hope you gain from this report a sense of fulfillment knowing you have helped these truly deserving veterans by aiding their recovery and transition back to civilian life. Of course, we are always happy to answer any questions you have regarding DAV's financial status or about the work we do on behalf of America's injured and ill veterans and their families.

# DAV MISSION STATEMENT

**We are dedicated to a single purpose: empowering veterans to lead high-quality lives with respect and dignity. We accomplish this by ensuring that veterans and their families can access the full range of benefits available to them; fighting for the interests of America's injured heroes on Capitol Hill; and educating the public about the great sacrifices and needs of veterans transitioning back to civilian life.**

This mission is carried forward by:

- ▶ Providing free, professional assistance to veterans and their families in obtaining benefits and services earned through military service and provided by the Department of Veterans Affairs and other agencies of government;
- ▶ Providing outreach concerning its program services to the American people generally, and to disabled veterans and their families specifically;
- ▶ Representing the interests of disabled veterans, their families, their widowed spouses and their orphans before Congress, the White House and the Judicial Branch, as well as state and local government;
- ▶ Extending the DAV's mission of hope into the communities where these veterans and their families live through a network of state-level Departments and local Chapters; and
- ▶ Providing a structure through which disabled veterans can express their compassion for their fellow veterans through a variety of volunteer programs.

**National Adjutant & Chief Executive Officer**  
J. Marc Burgess

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# Table of CONTENTS

- 4** Service Program
- 9** Employment Program
- 12** Legislative Program
- 16** Voluntary Services Program
- 20** State Services and Disaster Relief
- 22** Communications Program
- 24** Membership Program
- 26** Public Awareness Outreach
- 28** Fundraising
- 32** 2015 Financials
- 34** Governing Board of Directors
- 35** National Executive Committee
- 36** DAV Structure



# SERVICE PROGRAM





# DAV HELPED VETERANS and FAMILY members OBTAIN MORE THAN \$4 BILLION in new and retroactive BENEFITS in 2015

*In 2015, our National Service Program continued to focus on counseling student veterans during visits to more than 100 college and university campuses. (Rick Kern/Getty Images)*

**K**eeping our promises to America's veterans, their families and survivors is accomplished through service. Always the heart of what we do, our largest endeavor in fulfilling DAV's mission is our National Service Program. In more than 100 offices throughout the United States and in Puerto Rico, we employ a corps of about 277 National Service Officers (NSOs) and 33 Transition Service Officers (TSOs) who counsel and represent veterans and their families with claims for benefits from the Department of Veterans Affairs, Department of Defense and other government agencies.

DAV's National Service Program represents more than 1 million veterans before the VA. Veterans need not be members to take advantage of our assistance, which is provided at no cost or obligation to them. With outlays of \$48,250,855 in 2015, these direct services make up the largest item in our budget for program activities. In 2015, DAV's professional veterans advocates—all wartime injured or ill veterans—provided representation for more than 300,000 claims for veterans and their families before the VA, obtaining for them more than \$4 billion in new and retroactive benefits.

NSOs function as attorneys-in-fact, assisting veterans and their families in filing claims for VA disability compensation; rehabilitation and education programs; pensions; death benefits; and employment and training programs. They provide free services

such as information seminars and counseling, and community outreach activities through the Mobile Service Office (MSO) Program and other opportunities to educate and inform veterans on the benefits they've earned. NSOs also represent veterans and active-duty military personnel before Discharge Review Boards, Boards for Correction of Military Records, Physical Evaluation Boards, the Disability Transition Assistance Program, the Transition Assistance Program and other official panels.

## DAV NATIONAL SERVICE OFFICER TRAINING PROGRAMS

DAV NSOs continually train throughout their careers to stay current with the changes in all laws and regulations affecting veterans benefits. This continuous training ensures that all NSOs are at the forefront of veteran advocacy. NSOs are educated professionals and skilled experts in developing and prosecuting veterans' claims through in-depth reviews of medical histories in conjunction with representation of current laws and regulations. Additionally, they review rating board decisions and inform veterans and their families of the appeals process and of their appellate rights.

The extensive preparation required for these crucial services begins with a 16-month, on-the-job training program, which was recently updated to digitally connect participants with up-to-date online resources. This interactive, self-directed



*National Service Officer Jeremy Yost (left) counsels a veteran on disability benefits at the 2015 National Disabled Veterans Winter Sports Clinic in Snowmass, Colo.*

training program provides the foundation for trainees to become effective advocates. Trainees are instructed and mentored by tenured supervisors. The National Service staff at the National Service and Legislative Headquarters administers and oversees the successful completion of this training.

An NSO's training does not stop after completing the initial 16-month program. In fact, training never stops, because the laws, regulations and policies governing veterans benefits continue to change and grow in complexity. That's why equipping our service officers with state-of-the-art computer resources and keeping their cutting-edge advocacy skills up to date is of paramount importance.

DAV is the only veterans service organization to have a training program certified for college credit in Legal and Ethical Aspects of Healthcare, Health Systems Access, Introduction to Legal Analysis, Anatomy and Physiology and Pathophysiology by the American Council on Education.

In addition to these training programs, supervisory staff and selected veteran advocates from field offices across the country receive specialized instruction in management and leadership development. DAV's goal is to produce the most highly trained representatives possible to serve veterans and their families.

## NATIONAL APPEALS OFFICE

The Board of Veterans' Appeals (BVA) is the highest appellate level within the VA responsible for the final decision concerning entitlement to veterans benefits.

About 96 percent of the claims before the board involve disability compensation issues. Our highly skilled National Appeals Officers serve appellants in the preparation of written briefs for BVA review and conduct formal hearings before Veterans Law Judges. Our efforts have resulted in approximately 78 percent of DAV-represented appeals being overturned or remanded to the regional office for additional development and readjudication. We maintain the largest staff of any advocacy group, representing nearly 29 percent of all cases decided by the BVA in 2015.

## JUDICIAL APPEALS

DAV continues its pro bono representation program for veterans seeking review in the United States Court of Appeals for Veterans Claims. DAV currently works with two law firms that are highly accomplished in dealing with veterans' issues at the court. In fiscal year 2015, the BVA took action on more than 15,600 cases involving DAV clients. These were cases reviewed to identify those in which a veteran's claim was improperly denied. Thanks to DAV and our relationship with private law firms, 1,660 of these cases previously denied by the BVA were appealed to the court, at no cost to the veterans. These partnerships have allowed this program to grow exponentially over the past few years. DAV is proud to have dedicated partners in prominent roles in our enlarged program at the court.



## TRANSITION SERVICE PROGRAM

For service members making the all-important transition to civilian life, DAV participates in Transition Assistance and Disabled Transition Assistance Programs.

Our TSOs provide benefits counseling and assistance to service members filing initial claims for VA benefits at nearly 100 military installations

During **2015** our  
MSOs traveled

**104,662 miles**

to **879** cities and towns



serving **17,769** veterans  
and their families

throughout the country. Over the last year, our TSOs conducted 1,006 formal presentations to 33,561 transitioning service members. During that time, they filed 18,088 claims for VA benefits. Counsel and representation for active-duty service members during their transition was provided through the military's Disability Evaluation System. We devoted nearly \$2 million to this program in 2015.

### **MOBILE SERVICE OFFICE PROGRAM**

The MSO Program continues to seek new venues to bring DAV service to veterans and dependents in their own communities. The MSO extends our assistance to veterans who might not be able to visit a Service Office due to distance, transportation, health or other reasons. By putting our Service Offices on the road and assisting veterans where they live, DAV is increasing veterans' accessibility to benefits.

In 2015, the DAV MSO program continued to focus on conducting site visits at colleges and universities throughout the nation. Some colleges and universities visited include the University of South Florida, The Ohio State University, Western Nevada College and the University of Montana.

With 10 specially equipped mobile offices visiting communities across the country, this outreach effort generates a considerable amount of claims work from veterans who may not otherwise have the opportunity to seek assistance at our National Service Offices. During 2015, our mobile offices traveled 104,662 miles to 879 cities and towns, of which 105 visits were hosted at colleges and universities and eight at career fairs. Our NSOs interviewed 17,769 veterans and other potential claimants during these appearances. Nearly

\$870,000 was expended for the MSO Program in 2015.

### **GRASSROOTS BENEFITS ADVOCACY**

The National Service Department has the cooperation, support and assistance of Department and Chapter Service Officers across the country. Participating Departments and Chapters receive training and information necessary to assist those we serve. Our Department and Chapter Service Officer Certification Training Program guarantees the vitality and growth of our local service programs. Revamped in 2014, this provides an environment where our Hospital Service Coordinators, Department and Chapter Service Officers and volunteers work together for the common goal of service to injured and ill veterans.

In 2015, DAV trained and certified 2,291 Department and Chapter Service Officers in 41 states. During 2015, we conducted 44 information seminars at various Chapters across the country, allowing DAV to assist and educate 3,102 individuals in obtaining benefits they have earned. These information seminars provide the opportunity for veterans to discuss VA benefits with our NSOs in their own communities, giving Chapters an opportunity to connect with veterans and ensure they are aware of local resources and opportunities to give back and support their fellow veterans.

DAV Service Officers were available to educate veterans and the public at other community-based events, including participation with state and county fairs, air shows, Major League Baseball, the National Football League, the National Hockey League, NASCAR and on college campuses across the country.



*DAV Assistant National Legislative Director Shurhonda Love (far right) speaks to veterans about the steps the organization is taking to help improve the lives of women veterans at a VA Advisory Committee on Women Veterans town hall. Love was one of 10 panelists asked to speak about women veterans' issues, care and benefits at the meeting held in the auditorium of the Women in Military Service to America Memorial.*

## WOMEN VETERANS

The number of women serving in the military has grown significantly over the last decade. More than 300,000 women have served on active duty in Afghanistan and Iraq, 164 women have made the ultimate sacrifice, and over a thousand were wounded or injured in these deployments. As a result, women veterans are turning to the VA in record numbers. In fact, the number of women seeking VA health care has more than doubled over the past 10 years and is projected to rise. More than 57 percent of women veterans using the VA have service-connected disabilities, making them eligible for a lifetime of medical treatment, disability compensation, education, insurance and other benefits.

Not only has the number of women service members grown, but their roles have also changed dramatically. With the recent announcement by DoD, today's active-duty women will now be eligible to serve in all military occupations, which can result in additional exposure to trauma, physical injury and myriad environmental threats related to modern warfare. Women's experiences in current wartime deployments have contributed to a number of new transition and reintegration challenges.

For these reasons, DAV commissioned a study in 2014 to examine the needs of women in transition from military to veteran status and the existing federal programs and services available to aid them. Our report, "Women Veterans: The Long Journey Home," is a comprehensive assessment of the existing policies and programs serving women across the federal landscape. We found that while our government provides a generous array of benefits to assist veterans with transition and readjustment following

military service, there exist serious gaps for women in every aspect of existing federal programs—and such gaps can impede their successful transition.

It is important to note that since the release of our 2014 report, the VA has made improvements. However, more work needs to be done to ensure women veterans have consistent access to the full range of gender-specific benefits and services they need.

The VA acknowledges the need for internal cultural changes to ensure that women feel welcome at VA facilities as well as the need to improve, tailor and expand health care services to comprehensively care for women veterans' needs. DAV is helping foster greater awareness of the unique needs of women veterans and is working in tandem with VA officials through our legislative, communications and Foundation resources; providing testimony before Congress and conducting a variety of forums and discussion groups in Washington, D.C., and throughout the nation.

DAV continues its determined advocacy for all veterans and is the leading veterans service organization in promoting the needs of women veterans at the National, Department and Chapter levels. In addition, DAV's own Interim Women Veterans Committee, made up of veterans from across the country, meets biannually—at our Mid-Winter Conference and National Convention—to help set our agenda on the needs of women veterans. To ensure women's unique experiences and sacrifices in serving our nation in uniform are properly recognized, DAV actively seeks out and recruits women veterans to add to the 63 women now serving in our professional Service Officer corps. ■



# EMPLOYMENT PROGRAM





*A soon-to-transition military member explores employment opportunities at the DAV/RecruitMilitary All Veterans Career Fair in October 2015 at Paul Brown Stadium in Cincinnati.*

**D**AV understands the journey from injury to recovery cannot always be completed until a veteran is able to find meaning in life and regain a sense of purpose after an injury or life-changing illness. For those who are able, working to take care of themselves and their families is paramount.

In the wake of more than 14 years of war, tens of thousands of men and women are making the transition from military to civilian life—it’s expected more than 250,000 will leave military service in 2016, and more than a million service personnel will exit the military by 2017. DAV is fully committed to ensuring that these new veterans secure the tools, resources and opportunities they need to competitively enter the job market and secure meaningful employment after serving, and we have devoted \$1.2 million to this endeavor.

Realizing the challenges that many veterans, especially our service-disabled veterans, continue to face in the employment marketplace, DAV established a new National Employment Department in 2014. One primary component of this mission is a partnership DAV formed with RecruitMilitary, a veteran-owned and operated full-service military-to-civilian recruiting firm.

Working alongside RecruitMilitary, DAV uses online and offline products to connect employers,

franchisors and educational institutions with veterans who are transitioning from active duty to civilian life, veterans who already have civilian work experience, members of the National Guard and Reserve components and military spouses. All DAV services are available at no cost to the veteran.

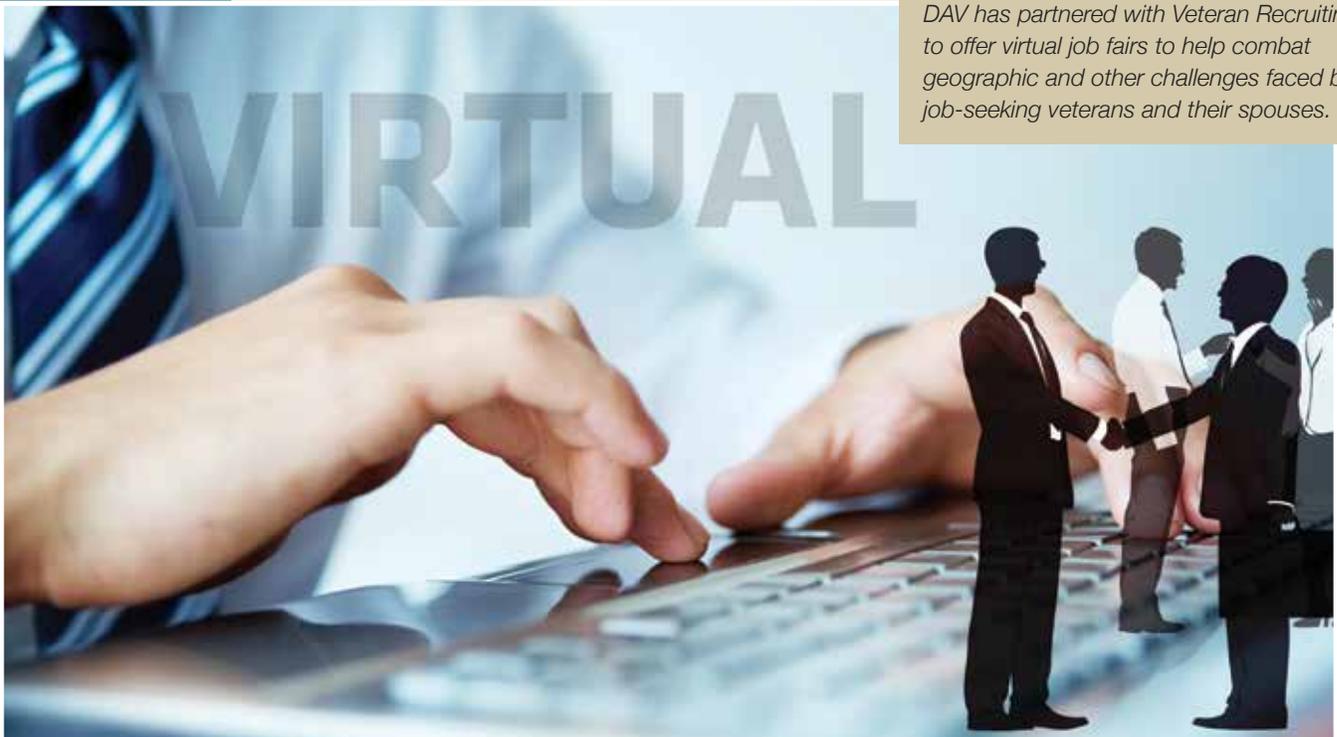
By co-hosting and sponsoring All Veterans Career Fairs, DAV is helping to address one of the greatest needs facing our nation’s unemployed and

**2015 DAV Employment Program**

DAV sponsored **71 career fairs**

in **40** cities

providing access to job opportunities for nearly **26,000** active-duty, Reserve and Guard members, veterans and their spouses



*DAV has partnered with Veteran Recruiting to offer virtual job fairs to help combat geographic and other challenges faced by job-seeking veterans and their spouses.*

underemployed veterans. DAV more than doubled these efforts in 2015 by co-hosting 71 All Veterans Career Fairs in 40 cities across the country, creating employment opportunities for nearly 26,000 job seekers who attended. The success of these fairs has been overwhelming, and we are pleased to be sponsoring 60 more fairs in 2016 with a projected attendance of more than 23,000.

DAV recognizes that traditional or “brick and mortar” career fairs reach only a fraction of those seeking new or better employment. In fact, many active-duty, Guard and Reserve members, veterans and spouses are unable to attend our traditional career fairs for a variety of reasons including geographical challenges—especially for those serving abroad—or because of a service-related disability. These challenges led DAV to expand our employment services by adding a virtual career fair component to our rapidly growing presence in the veterans career fair arena.

In partnership with Veteran Recruiting, the leader in producing virtual career fairs for the military and veterans, DAV will provide 10 to 12 virtual career fairs annually for active-duty, Guard and Reserve members, veterans and their spouses.

In addition to employment assistance, DAV has incorporated our VA benefits and claims representation resources into our career fairs, including having a Mobile Service Office onsite

at many of our traditional career fairs. At these events, DAV’s veteran advocates have aided thousands of job-seeking veterans, dependents and survivors with claims assistance to understand and secure their earned VA, Department of Defense and state benefits. This service will also be extended to virtual fairs.

DAV’s National Employment Department also works directly with major employers who are interested in recruiting skilled veterans. On our employment resources Web page ([jobs.dav.org](http://jobs.dav.org)), we provide a multitude of resources that veterans can access, including a job-search board boasting hundreds of thousands of current employment opportunities around the world and direct links to company website job boards. We are pleased to note that visits to our employment resources website have tripled in the past year, currently averaging more than 15,000 visits monthly. We anticipate rapid growth in veterans’ use of this resource in 2016 as a result of our newly launched virtual career fairs.

Additionally, because online resources are always evolving, we are constantly retooling our website to feature a variety of useful employment and educational resources, including webinars and other guides, and we will continue to highlight certain employers that have demonstrated a firm commitment to recruiting and hiring veterans. ■

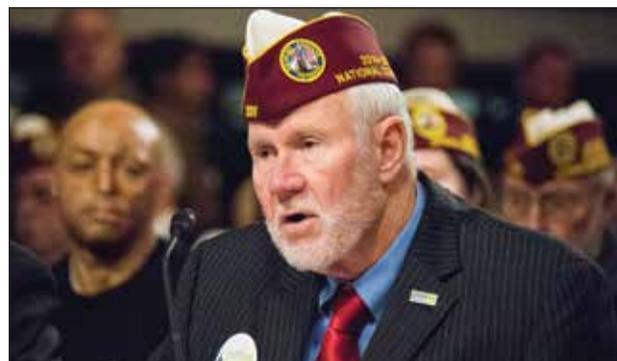
# LEGISLATIVE PROGRAM



Since the founding of our organization in 1920, DAV has been responsible for the promotion of meaningful, reasonable and responsible public policy for wartime service-disabled veterans, their dependents and survivors. It has been an integral part of who we are and what we do from the start. Regardless of politics and whether we agree or disagree on foreign policy issues, our military service personnel—men and women—put their health and lives in harm’s way to protect the basic freedoms of all our citizens, and our nation must keep the promises made to them.

DAV accomplishes many of its key objectives through its National Legislative Department’s efforts with Congress and the Administration in Washington, D.C. The key to our success is the strength and activism of DAV members and supporters nationwide who help us achieve our legislative goals. During 2015, even though the \$2.8 million (both non-lobbying and lobbying combined) investment in our legislative program constituted less than 1 percent of DAV’s total expenditures, our efforts in this arena achieved important results for the men and women who served, and we are building for an even more successful year in 2016.

DAV’s National Legislative Department is responsible for influencing, developing, strengthening and expanding federal law, policies, programs, benefits and services to empower injured and ill veterans to lead high-quality lives with respect and dignity. To do so, DAV works with Congress, the Department of Veterans Affairs (VA) and other federal agencies that help fulfill our nation’s promises to the men and women who have served.



*Then-Commander Ron Hope testifies before Congress at the 2015 Mid-Winter Conference.*

The guiding principles of our advocacy efforts emanate directly from our legislative agenda as set forth by the resolutions adopted by delegates to our annual National Conventions and are strengthened by DAV’s constitution and bylaws. These serve as guideposts for our advocacy on behalf of injured and ill veterans in conformance with the collective will of DAV members.

Starting in 2014, DAV’s Operation: Keep the Promise (OKTP) has served as a focal point for our annual legislative efforts. This initiative began with our effort to provide advance appropriations for all veterans benefits, beginning with a Capitol Hill rally during our 2014 Mid-Winter Conference and culminating with the signing of Public Law 113-235 on Dec. 16, 2014. For 2015, OKTP took on two more critical issues: caregivers and women veterans.

DAV has long sought to support family caregivers of severely disabled veterans by expanding the VA’s existing caregiver support program to all generations of veterans who need caregivers in order to remain at home. With our OKTP 2015 focus, DAV legislative staff worked with several members of the Senate and House and saw several bills introduced to provide this critical support to more caregivers. With so much support from our members, and particularly from the DAV Auxiliary, the Senate Veterans’ Affairs Committee approved legislation in December 2015 that would expand the VA’s comprehensive caregiver benefit to caregivers of all eras. In 2016, DAV will continue working with the Senate and the House to enact this, or similar legislation, until the 114th Congress adjourns at the end of the year.

Similarly, throughout 2015, DAV put additional focus on the other OKTP priority: meeting the health care and transition needs of women veterans. The



*Out in force, a large contingent of DAV members from the Department of Georgia met with Sen. David Purdue as part of their 2015 Mid-Winter visit to Capitol Hill.*



“Women Veterans: The Long Journey Home” is a comprehensive report on issues affecting women veterans.



National Legislative Director Joy Ilem (left) and Assistant National Legislative Director Shurhonda Love (right) discuss pending legislation with members of DAV’s Women Veterans Interim Committee (not pictured).

publication of our groundbreaking report, “Women Veterans: The Long Journey Home,” in late 2014 resulted in congressional hearings before both the Senate and House Veterans’ Affairs Committees in early 2015, with DAV invited to present its recommendations for policy change.

Subsequently, more than eight bills to improve services for women veterans were introduced in both the House and Senate based specifically on the recommendations contained in our report. DAV legislative staff worked with our grassroots members and supporters to steadily build support for this policy goal in Congress, and in early 2016, the House approved three bills to do just that. We will concentrate our efforts in 2016 on getting this key legislation enacted into law before the end of the 114th Congress.

Another critical issue that saw progress in 2015 was our effort to reform the benefits appeals process that has become so congested and delayed in recent years. While the Veterans Benefits Administration (VBA) has been successfully tackling its chronic disability claims backlog—now at historically low levels—the number of appeals has grown dramatically.

Building on DAV-led efforts in 2014 to find common ground for reform among key stakeholders including veterans service organizations, VBA and the Board of Veterans’ Appeals, DAV helped develop a streamlined pilot program for dealing with appeals,

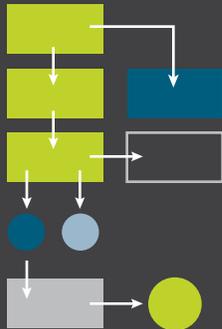
called “fully developed appeals.” This approach is modeled on the VA’s successful implementation of fully developed claims, a method DAV advocated for that figured prominently in reducing the claims backlog and bringing faster resolution to hundreds of thousands of disability claims, many that were pending for years.

As a result, bipartisan legislation was introduced in the House at the beginning of the 114th Congress, was approved by the House Veterans’ Affairs Committee in July 2015 and subsequently passed the full House at the beginning of 2016. With similar legislation also introduced in the Senate, DAV’s legislative team will continue working to get this and other appeals reform legislation signed into law before the end of the year.

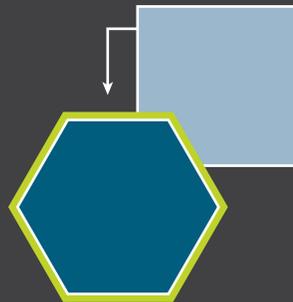
Above all other veterans’ issues, the year 2015 will be remembered as the beginning of a new evolution of VA health care, following the department’s disturbing 2014 access-to-care crisis and the ensuing aftermath. Systemic reform is clearly the order of the day, and DAV is working hard to help the VA achieve comprehensive improvements that are in the best interests of injured and ill veterans. We believe that the future of veterans health care must include both a robust VA health care system and an integrated private-sector component that work synergistically for the benefit of the veterans to be served. While providing sufficient funding will be an absolutely fundamental requirement to

## 4 Key Principles for VA Reform

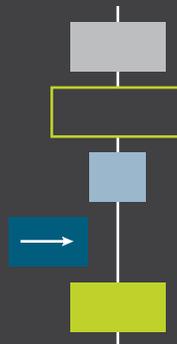
### RESTRUCTURE.



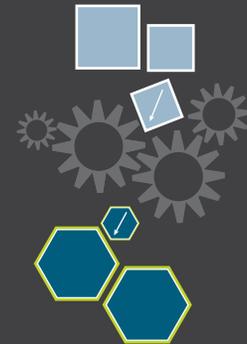
### REDESIGN.



### REALIGN.



### REFORM.



improving timely access, other equally important reforms are needed to prepare the VA to meet the needs of veterans today and into the future.

In 2015, DAV and our partners in the Independent Budget have developed a comprehensive framework for such reform, with four key principles, as follows:

- **Restructure** our nation's system for delivering health care to veterans, relying not just on a federal VA and a separate private sector, but instead creating local community networks that optimize the strengths of all health care resources to best meet veterans' needs;
- **Redesign** the systems and procedures by which veterans access their health care with the goal of expanding actual high-quality, timely options, rather than just giving them hollow choices;
- **Realign** the provision and allocation of VA resources so that they fully meet our national and sacred obligation to make whole those who have served; and
- **Reform** VA culture to ensure that there is sufficient transparency and accountability to the veterans this system is intended to serve.

While DAV will continue working with Congress to implement these comprehensive and commonsense reforms, we are launching a new campaign to ensure the voices of ill and injured veterans are heard in the VA health care reform debate. Unfortunately, the debate within Congress, in the media and among veterans is based on incomplete or misleading information. That's why the focus of DAV's OKTP now is to "set the record

straight" on VA health care reform. Combining efforts among our legislative, communications and grassroots teams, DAV's "Setting the Record Straight" campaign will help to educate Congress and the public about the true consequences of ill-conceived proposals to downsize or eliminate the VA health care system altogether.

With a full agenda for the year ahead on these and other important matters, and to refine the tools we need to accomplish our goals, DAV's National Legislative Department, with the agreement of DAV's national leadership, is determined to reinvigorate DAV's Benefits Protection Team Program to take our advocacy efforts to a new level. DAV already has the most effective grassroots advocates in the business, but given the current focus on VA health care reform and the political environment in Washington, D.C., we must continue our efforts on behalf of the nation's veterans, their dependents and survivors. The National Legislative Department already employs the DAV CAN (Commander's Action Network) as our foundation for grassroots advocacy. We are now making available new tools to assist our Departments and Chapters in our legislative efforts to unify and solidify DAV's critical message across the nation.

With clear objectives and goals, DAV will continue its tireless and determined advocacy, led and coordinated by the National Legislative Department, to ensure injured and ill veterans' voices are heard and that government keeps its promises to the men and women who served. ■



# VOLUNTARY SERVICES PROGRAM



# Since 1987...

2,967 donated vehicles = \$65.1 million+



volunteer drivers have driven

# 642,609,837 miles

In 2015, volunteers donated  
**1,648,947 hours**  
of their time



In 2015, our volunteer  
drivers saved taxpayers  
**\$10,261,944**

**V**olunteerism is the cornerstone of DAV's mission of empowering veterans to lead high-quality and fulfilled lives. Our thousands of dedicated volunteers across the country help us to provide the best possible care, morale and assistance to our nation's heroes. DAV truly appreciates and recognizes those who volunteer their time and talents. Through their dedicated efforts, the organization devoted \$44.5 million to voluntary service initiatives through an extensive network of programs in 2015. Volunteers are the key to the success of our mission, and they positively impact the lives of the veterans we serve.

## TRANSPORTATION NETWORK

DAV's Transportation Network is one of the country's largest voluntary transportation programs. This unique program provides vehicles and volunteers throughout the country to transport veterans to and from their VA medical appointments. The program is managed by 190 Hospital Service Coordinators located at 197 VA medical centers and is operated by dedicated DAV volunteer drivers. Since inception of the program in 1987, DAV Departments and Chapters have donated 2,967 vehicles to the VA at a cost to DAV of over \$65.1 million.

The amount of hours DAV volunteers dedicate, the miles they drive and the number of rides they provide to veterans reflect promises we've ensured were kept. To put this into perspective, DAV volunteer drivers have driven 642,609,837 miles since the program's inception. In 2015, volunteers traveled

24,727,577 miles, providing 711,688 rides to veterans and donating 1,648,947 hours of their time.

The benefit of DAV's Transportation Network goes beyond ensuring that veterans in need are able to get the care they've earned. Without this program, they might otherwise go without. According to the non-profit coalition Independent Sector's methodology, the VA has valued the DAV Transportation Network's 1,648,947 hours of service at \$38,041,207, based on the current formula of \$23.07 per hour. Additionally, each veteran passenger could potentially cost the VA \$0.415 per mile in Beneficiary Travel expense reimbursement for travel to an appointment or treatment. In 2015, the 24,727,577 miles traveled by our volunteer drivers would have cost taxpayers \$10,261,944. The Transportation Network continues to meet a substantial need for veterans, delivers a powerful impact on local communities and continues to be an indispensable resource for veterans.

## NATIONAL DISABLED VETERANS WINTER SPORTS CLINIC

For nearly three decades, DAV and the VA have co-hosted the National Disabled Veterans Winter Sports Clinic, a physical rehabilitation program held in the mountains of Colorado. Since its beginning in 1985, this program has transformed the lives of 8,380 of America's most severely injured and ill veterans. This unique program—often referred to as "Miracles on a Mountainside"—helps severely injured veterans rebuild confidence and regain balance in their lives.



*Hannah Farmer, of Myrtle Beach, S.C., received a \$20,000 scholarship in recognition of the nearly 800 hours she volunteered to assist veterans at her local VA medical center.*

In 2015, 346 veterans from across the nation with multiple amputations, traumatic brain and spinal cord injuries, severe neurological deficits and even total blindness participated in the clinic to develop winter sports skills and take part in a variety of workshops and educational sessions.

This event promotes rehabilitation and restoration by coaching and encouraging veterans with severe injuries to conquer adaptive skiing, kayaking, ice hockey and other sports. These activities show veterans by example that they are not barred from adaptive recreational activities or sports of any kinds. Attending the clinic are veterans of all eras, including World War II veterans and many who were injured in the wars in Iraq and Afghanistan. Often, this seminal event offers veterans their very first experience in winter sports and gives them motivation to overcome any perceived limitations—motivation that enhances their quality of life and rehabilitative journey.

### **THE POWER OF YOUTH VOLUNTEERS**

The power of young volunteers providing care to our nation's heroes and strengthening their local communities is shown through DAV's Jesse Brown Memorial Youth Scholarship Program. Annually, our scholarship program honors outstanding young volunteers who participate in the VA Voluntary

Service Program (VAVS) and/or DAV's Local Veterans Assistance Program (LVAP). Last year, DAV awarded \$75,000 to youth volunteers who donated their time and compassion to injured and ill veterans. Since its inception, DAV has awarded 163 individual scholarships valued at a total of \$1,193,000 to enable these exceptional young people to pursue their goals in higher education.

Last year's top honor of \$20,000 went to Hannah Farmer, of Myrtle Beach, S.C. Farmer has been a DAV volunteer since 2011 and has contributed 786 hours at the Fayetteville, N.C., VA Medical Center, where she has been assigned as a recreation assistant for diversionary activities and as an office assistant. She has been the lead youth volunteer for the past three years and serves as the point of contact for new youth volunteers. Since her first year, Farmer has been invited to volunteer throughout the entire year—an opportunity that is only extended to outstanding youth volunteers. Farmer is currently attending Coastal Carolina University to pursue a career in health care. She hopes to return and dedicate her professional life to serving veterans.

The DAV Jesse Brown Memorial Youth Scholarship Program empowers student volunteers to gain life and job experience, strive to be successful students and become active community members.



*As part of DAV's Celebrity Entertainment Program, Major League Baseball Umpire Jerry Layne (left) visits veterans in VA hospitals around the country.*

## VA VOLUNTARY SERVICE PROGRAM

The Department of Veterans Affairs Voluntary Service Program (VAVS) provides a broad array of services to veterans in VA health care facilities throughout our nation. DAV volunteers perform crucial duties as basic as being a buddy to a veteran during days of recovery or therapy, to those requiring highly technical and professional skills. Through the VAVS program, DAV volunteers provide services to VA medical centers, community living centers and clinics. Volunteers offer meaningful experiences and assist veterans in living healthy and fulfilled lives.

## CELEBRITY PROGRAM

DAV's Celebrity Entertainment Program provides an amazing opportunity for professional athletes and celebrities to generously volunteer their time visiting hospitalized veterans and their families at VA medical centers across the country. This program assures hospitalized veterans are not forgotten and uplifts the morale of those who are in recovery.

Dedicated celebrities include Major League Baseball Umpire Jerry Layne and retired Major League Baseball Umpire Larry Barnett. In 2015, they made 66 visits to VA medical centers throughout the country.

## STRENGTHENING COMMUNITIES THROUGH LOCAL VOLUNTEERISM

The Local Veterans Assistance Program (LVAP) was established to facilitate and recognize initiatives in which volunteers can contribute their skills, talents, professional abilities and time in ways that benefit veterans residing within their local communities. The program empowers individuals to find and develop new and unique ways to support the service and sacrifice of our veterans and their families. By providing resources, assistance or help with everyday needs, volunteers allow these heroes and their families to enjoy the best possible quality of life.

LVAP initiatives are managed by state-level DAV Departments and are carried out through our Departments, Chapters, Auxiliary units, associated organizations, corporations and individual volunteers. LVAP initiatives range from Homeless Stand Downs to disaster cleanups, and volunteers lead the efforts to assist in the upkeep of veterans cemeteries. Other volunteer activities include household chores, providing respite for caregivers and helping staff DAV 5K races across the nation.

Since the 2007 inception of LVAP, 7,127 volunteers have donated 2,762,614 hours of service to veterans residing within their local communities. Based on the Independent Sector's methodology, the 176,069 hours of service contributed by Department and Chapter Service Offices are valued at \$4,061,912. ■



# STATE SERVICES AND DISASTER RELIEF





*DAV Department of South Dakota Commander and Department Service Officer Ritch Wilson (right) presents a veteran with a check to provide immediate relief following the tornado that devastated the town of Delmont, S.D.*

**D**AV operates a program that provides direct grants to help veterans and their families in times of need, as well as a plan to fund state-level services. During 2015, spending on these programs totaled \$5,305,810.

### DISASTER RELIEF PROGRAM

When disaster strikes, DAV Service Officers and members deploy into devastated areas, enabling DAV to provide much-needed monetary assistance, conduct benefits counseling and offer referral services for veterans, service members and their families in need. Our disaster relief program provides grants in the aftermath of natural disasters and emergencies in various areas around the nation to help veterans and their families secure temporary lodging, food and other necessities. They have been used at Ground Zero following the attacks on the World Trade Center, around the Gulf Coast following Hurricanes Katrina and Rita, and most recently in Alaska, Illinois, South Carolina, Georgia, Nebraska, Kentucky, Alabama, Oklahoma, California, Pennsylvania, South Dakota, Texas and Kansas following fires, tornadoes and flooding.

Supply kits—which include backpacks, blankets and hygiene kits—are provided as an additional resource for safety, comfort and self-sufficiency in an extended emergency, disaster or evacuation. The hygiene kit includes basic necessities like a toothbrush and toothpaste, razors and shaving cream, hand sanitizer, deodorant, shampoo and soap.

During 2015, these efforts resulted in roughly 390 supply kits and 394 payments totaling more than \$330,000 to be provided to service-injured or ill veterans, service members and their families in need of relief. Since the program's inception in 1968, more than \$9.7 million has been disbursed to victims.

### STATE SERVICE PROGRAM

DAV also helps fund services that our state-level Departments provide to veterans and their families. In some cases, these Department programs extend, supplement or dovetail services we provide through our nationwide programs. In other cases, Departments have created entirely new programs to meet the unique needs of veterans in their states. Grants to Departments under this program totaled \$4,189,824 in 2015. ■



# COMMUNICATIONS PROGRAM



 **+1.2 million**  
Facebook "likes"

 **+15,000**  
Instagram followers

 **+40,000**  
Twitter followers

 **+3.1 million**  
visits to DAV's website

The National Communications Department oversees internal and external communications programs including media relations, publications and a variety of public outreach initiatives to tell DAV's story. A bimonthly magazine keeps our members informed about important issues and our government's policies affecting the federal benefits and services veterans have earned. This publication also showcases the many successful service programs and accomplishments of our state-level Departments and local DAV Chapters nationwide.

Our communications staff produces news releases, speeches, op-eds, brochures, print messages, public service announcements, videos and other materials that provide information about DAV and the full range of free services that empower veterans to live high-quality lives with respect and dignity. In addition to these traditional tools, social media such as Facebook, Twitter, Instagram and YouTube also enable DAV and its members to build an even stronger community to carry out our mission now and into the future.

Marking a major milestone along the road to DAV's second century of service and advocacy, the National Communications Department is implementing a comprehensive strategy to create greater awareness among the veterans we seek to serve, our members and the public. We have refreshed our principal communications to help clarify and better explain our organization and the positive impact we have on the lives of veterans, to include new public service campaign materials for television, radio, print and out-of-home messaging. In 2015, our PSA campaign generated over 3.3 billion impressions through almost 133,000 broadcasts and print placements.

We have significantly grown our social media community using the Facebook platform, which provides individuals with a way to directly engage with DAV as frequently as they choose. DAV's captured Facebook audience has grown to more than 1.2 million. Our Facebook "reach" (the number of people who received an impression of a page post) grew to nearly 5 million people per week in 2015. DAV directly interacted with 385,000 people weekly in 2015.

Our Twitter following grew to more than 40,000—a boost of nearly 20,000—over the past year. DAV's Instagram followers topped the 15,000 mark in less than two years.

Our website, [dav.org](http://dav.org), is another vital information and education resource for veterans and the general public. The site continues to evolve to connect veterans with DAV's free services, spread awareness of legislative issues and educate and inform our members, veterans and the general public. It also allows our members, as well as the general public, to make their voices heard on important public-policy issues through an electronic mail feedback feature.

Activity on DAV's website grew considerably during the past few years. In 2013, [dav.org](http://dav.org) had 2.1 million visits, growing to 2.8 million in 2014. In 2015, there were 3.1 million visits to the organization's official website.

Special outreach areas, such as our partnerships with the History Channel, the Academy of Country Music, Reba McEntire and LeAnn Rimes helped spread DAV's message of service and advocacy to a new audience of more than 390 million. Additionally, our Airshow Outreach Program at military bases and civilian venues helps us reach the public to inform them of our free services and volunteer opportunities in their communities. Our Airshow Outreach Program works with the owners of two vintage B-25 Mitchell bombers and other aircraft to bring DAV's message to these veteran-friendly audiences across the nation. Through this unique outreach program, DAV has been able to reach millions of Americans with our message of service and volunteerism in support of injured and ill veterans.

With such a vast array of programs, our Communications Department is able to provide in-depth research and resources to best explain issues with facts, relevant examples and meaningful context. As a result, our educational public service and outreach programs continue to promote awareness of veterans' issues and honor veterans' service to our nation. A total of \$30,158,742 was spent on internal and external communications programs in 2015. ■



# MEMBERSHIP PROGRAM





# Membership is the lifeblood of DAV.

At the end of 2015, DAV had

**1,301,539**  
MEMBERS

**52**  
DEPARTMENTS

**1,280**  
ACTIVE CHAPTERS

**M**embership is the lifeblood of DAV, and DAV’s community of heroes stands together to ensure our nation keeps its promises to the men and women who served. This steadfast dedication to our cause has made DAV what it is today—a premier organization made up of veterans serving veterans.

DAV was founded after World War I because a centralized structure to support veterans wounded or made ill in the trenches did not exist. America was not prepared for their return, and something needed to be done.

The concept of continued service and sacrifice is part of a legacy that is more than 95 years old. DAV has evolved to meet the needs of its members amid the changes that naturally progress with time. Our armed forces have changed along with our society, and DAV has evolved to embrace those changes through the years. This enables us to ensure all veterans are able to lead high-quality lives with respect and dignity.

Today, social networking and technology are being

leveraged by DAV members to continue to play vital roles as spokesmen and women for the unique requirements of veterans and their loved ones. We continue to effectively respond to the needs of both past and present generations of veterans, providing unwavering dedication to those who have sacrificed for our way of life, often with a life-changing illness or injury.

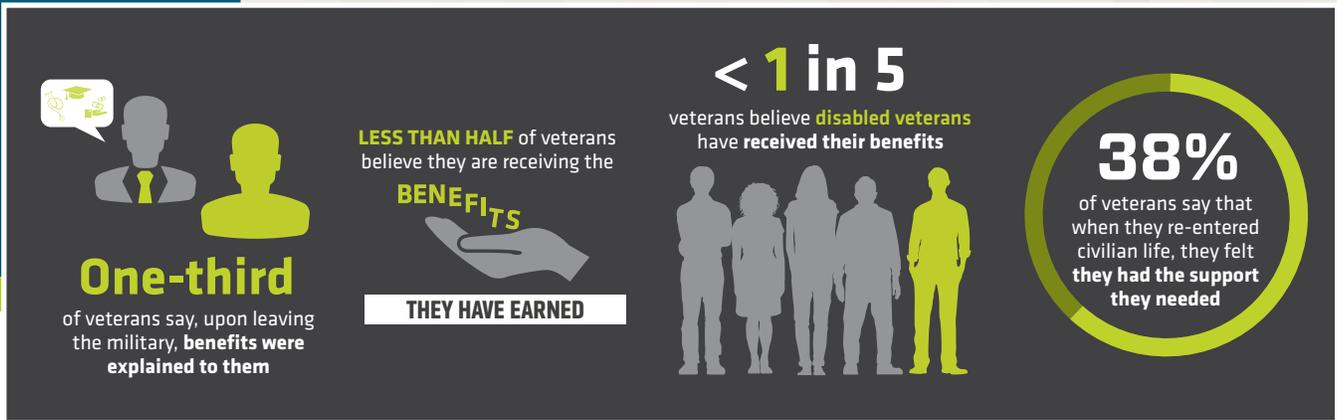
DAV has more than 3,200 veterans dedicated to recruiting new members so that our base remains strong and vibrant into the future. DAV has 52 state-level Departments and 1,280 active Chapters nationwide. In 2015, DAV closed the year achieving a new landmark with 1,301,539 members. As the organization looks to make the 1.3 million-member mark a sustained part of its future, DAV’s membership voice grew louder than ever before in 2015, ensuring its credibility with lawmakers and providing a living testament to the value of the organization’s services and mission. ■



# PUBLIC AWARENESS OUTREACH



Photo by Staff Sgt. Sara Keller, U.S. Air Force/DoD



Injured and ill veterans returning from military service face odds most civilians cannot begin to fathom. Meanwhile, the all-volunteer military is undergoing multiple combat tours and limiting the military experience to less than a half percent of the population.

While these intrepid few have fought in multiple combat zones, their fellow citizens have been relatively unaffected—without a draft, rationing or any of the other requirements that were commonplace when our country was mobilizing for the World Wars.

This inevitable disconnect increases the need to build relationships between the public and its veterans, whose needs have only grown with the constant drumbeat of war. According to DAV’s landmark Veterans Pulse Survey, just 38 percent of veterans say that when they left the military and re-entered civilian life, they felt they had the support they needed. Less than half of veterans believe they are receiving the benefits they’ve earned, and less than one in five believe disabled veterans have received their benefits. Only one-third say, upon leaving the military, benefits were explained to them.

The report, released in conjunction with Veterans Day in 2015, highlighted the importance of making veterans aware of the resources that are available to them. DAV has worked diligently to educate the public effectively and efficiently about its mission and the service and sacrifices of our heroes.

In 2015, \$28,537,627 was dedicated to this large-scale effort, an investment that’s making a real difference in the lives of veterans and their families.

DAV wants to ensure veterans and their families are fully aware of the wide range of other programs we offer. Our outreach platforms enhance the efforts already built into our other program services to

raise awareness. This effort provides the American public and private sector an opportunity to become involved in relating with and helping the men and women who served our nation and preserved our way of life we hold so dear.

DAV 5Ks continue to garner widespread support in local communities across the nation. These inspiring events showcase support for our heroes



2015 Cincinnati DAV 5K

and raise awareness about issues facing veterans daily. This past year, we held our third annual DAV 5K in Cincinnati, our second DAV 5K in San Diego and our inaugural event in Atlanta. In total, about 6,400 people personally honored and thanked friends and family members who served or are currently serving our country. We look forward to even greater participation in our events in Cincinnati and Atlanta, as well as our inaugural 5Ks in Boston, Tulsa, Okla., and Newport News, Va., in November 2016, and we will continue to explore opportunities to expand the 5K events to other cities across our nation. ■



# FUNDRAISING





“Knowing the dire struggles that my late brother and our current members endure after returning home often weighs heavily on my heart. I want to **fight for and support them** through my charitable giving.”

—Anastasia Adensam

**D**AV is honored to have served our nation’s injured heroes for almost 100 years. Every step DAV has taken on its journey to ensure all of our veterans have the opportunity to live with the respect and dignity they deserve has been propelled by millions of selfless and caring individuals. This past year, 2.5 million donors joined us in ensuring that veterans’ sacrifices are not forgotten and that America’s promises are kept. It is through their generosity and caring that we are able to continue our mission of serving veterans and their families.

While we may not be able to see the millions of special friends who stand beside us every day, their generosity is felt by each and every veteran who gains access to the benefits and resources they’ve earned so they can care for themselves and their families. Their messages of support and gratitude inspire all of us at DAV to continue being there for every veteran who turns to us for assistance. One such message was from Wavie Rogers, who said the following about his giving to DAV: “It seems such a small thing to do, in that my brothers and sisters of the military have sacrificed life and limb for the protection of all.”

Rogers is just one example of the many generous friends who have joined our DAV family by responding to a mailing or email, engaging in one of our corporate

initiatives, making a legacy gift or encouraging others to become involved in our promise to provide a secure and bright future for all veterans.

From the generosity of our donors in 2015, DAV raised \$117,761,731. DAV also acquired more than 350,000 new supporters across the nation.

## DIRECT MARKETING

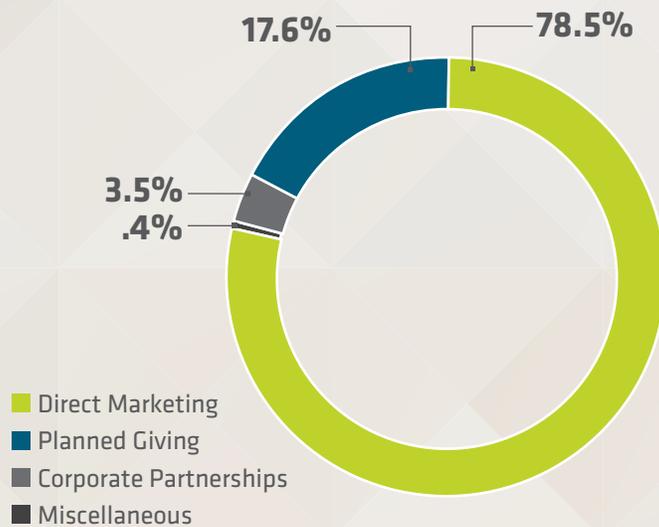
The millions of special individuals who respond to our direct mail, email and online initiatives are the core foundation of our fundraising efforts. With an average donation this past year of \$20.18, the total amount raised from direct marketing channels totaled \$92.4 million. While we recognize the importance of diversifying our sources of revenue, we will continue to explore ways to effectively and efficiently garner support at the grassroots level.



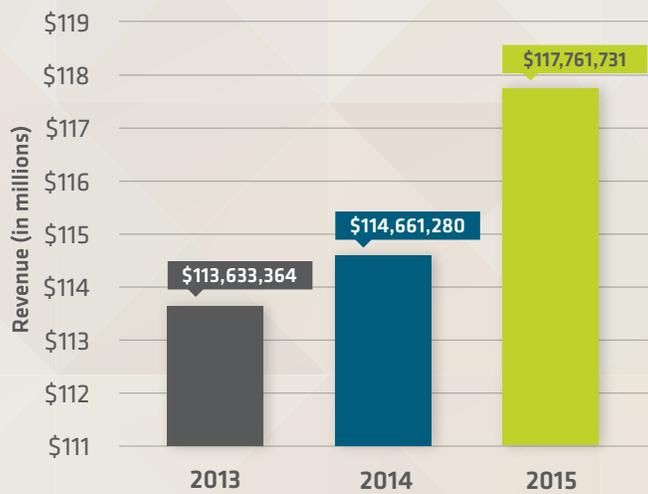
“It seems a small thing to do, in that my brothers and sisters of the military have **sacrificed life and limb** for the protection of all.”

—Wavie Rogers

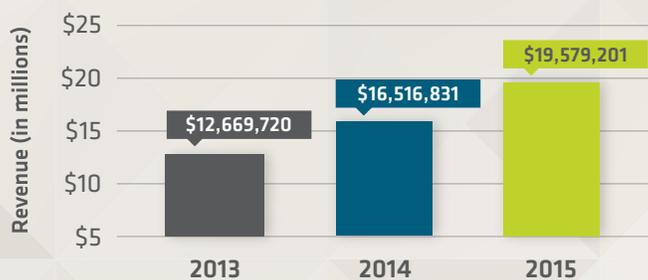
## Support by Fundraising Source



## Gross Fundraising Revenue



## Bequest Revenue



## GIFT PLANNING

Each year, the brave men and women who have served are honored by individuals who decide to include DAV in their wills. These special individuals ensure their support for veterans will leave a legacy—a legacy that inspires others to stand alongside our injured heroes and a legacy of caring for others. We are truly humbled by the generosity and kindness of those who have chosen to honor and support the nation's veterans in this manner.

This past year, more than \$19.6 million in support was generated from bequests. Our increase in bequest revenue is reflective of our continued focus in raising awareness of this giving opportunity and proactively stewarding relationships to secure bequest commitments. We will continue forward with these efforts in 2016.



DAV Chapter 33, Odenton, Md., raised funds and reached out to veterans in their community at the Golden Corral in Hanover, Md., for Military Appreciation Night. Chapter Commander Mattie Whitfield (left) said Chapter 33 members are very passionate about helping veterans, active service members and military families in the community.

## CORPORATE PARTNERSHIPS

This past year, more than 21 companies and organizations around the country provided funds to support DAV's programs and services. Through their generosity and the kindness of their employees and customers, \$766,622 was raised. In addition, their campaigns significantly increased awareness of DAV, which ensures that more of our injured and ill veterans gain access to the benefits they need and deserve.



“We’re extremely proud to join forces with DAV to support America’s veterans and their families. We share a common mission to enhance the lives of those who have worn the uniform and those currently serving.”

—Stuart Parker  
CEO, USAA

Ford Motor Co., whose partnership with DAV dates back to 1922 when Henry Ford provided 50 Model T vehicles to help disabled World War I veterans attend the organization’s second National Convention, continues to lend its support today by donating vans for use in DAV’s nationwide Transportation Network. Through the generosity of their grants, 199 vans have been purchased and donated to the VA over the life of the Transportation Network program.

Golden Corral, another long-standing friend of DAV, raised nearly \$1.3 million for DAV Departments and Chapters while providing free meals to more than 336,000 veterans through its 15th annual Military Appreciation Night event.

USAA, which we are excited to have on board as part of the DAV family, has played an integral role in the success of DAV 5K events taking place across the country by serving as our National Series Sponsor. They also contributed over \$520,000 to support the veterans we serve.

We are very grateful to have the support of Hankook Tire. In 2015, they sponsored two Mobile Service Office stops, and they are committed to helping DAV reach more veterans in need of assistance across the country moving forward.

All of the corporations and organizations that stand with us every day in supporting those who serve are certainly deserving of our gratitude and sincere thanks. ■

**Some of our corporate partners include:**



Veterans receiving claims assistance at the Hankook-sponsored MSO stop in Gallatin, Tenn.

# 2015 FINANCIALS

## SUPPORT AND REVENUE

### Support

Contributions	117,761,731
Contributed Services and Facilities, Primarily Services	44,029,369
Contributed Media and Materials	22,045,257

### Total Support

**\$183,836,357**

### Revenue

Membership Dues and Fees	6,797,671
Income from Investments, Net	11,844,408
List Royalties	714,414
Miscellaneous	582,983

### Total Revenue

**\$19,939,476**

Realized Investment Losses	-1,112,932
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## TOTAL SUPPORT AND REVENUE

**\$202,662,901**

## EXPENSES

### Program Services

Service Program	48,250,855
Employment Program	1,225,382
Legislative Program	2,802,462
Voluntary Services Program	44,469,958
State Services and Disaster Relief	5,305,810
Communications Program	30,158,742
Membership Program	6,979,847
Public Awareness Outreach	28,537,627

### Total Program Services

**\$167,730,683**

### Supporting Services

Fundraising Costs	38,878,196
Administrative and General	9,212,109

### Total Supporting Services

**\$48,090,305**

## TOTAL EXPENSES

**\$215,820,988**

### Excess of Expenses Over Support and Revenue

**-\$13,158,087**

Change in Unrealized Appreciation of Investments	-12,914,655
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### Excess of Expenses and Change in Unrealized Appreciation of Investments Over Support and Revenue

**-\$26,072,742**

Pension Liability and Other Post-Retirement Benefit Obligation Adjustment	12,484,849
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### Change in Unrestricted Net Assets

**-\$13,587,893**

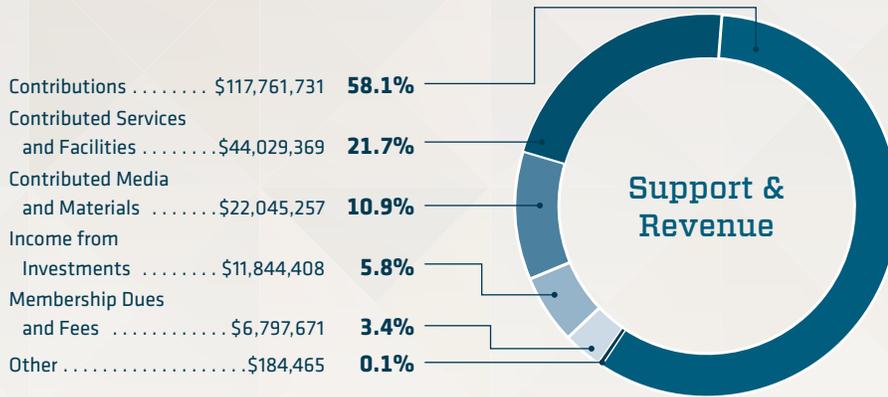
### Unrestricted Net Assets, Beginning of Year

**\$289,244,706**

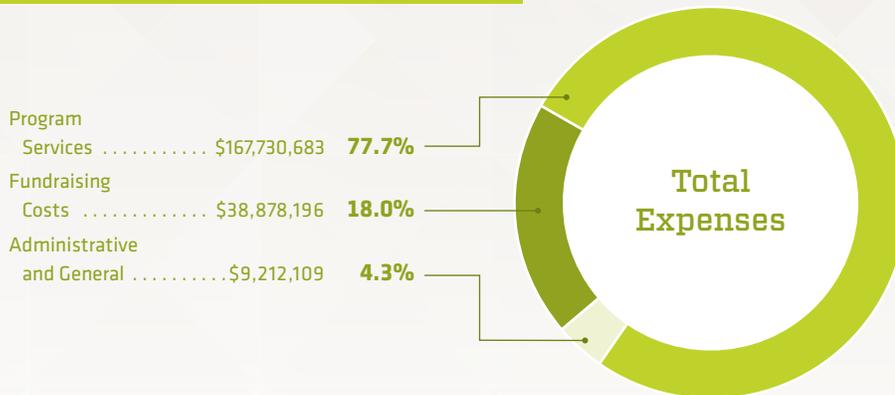
### Unrestricted Net Assets, End of Year

**\$275,656,813**

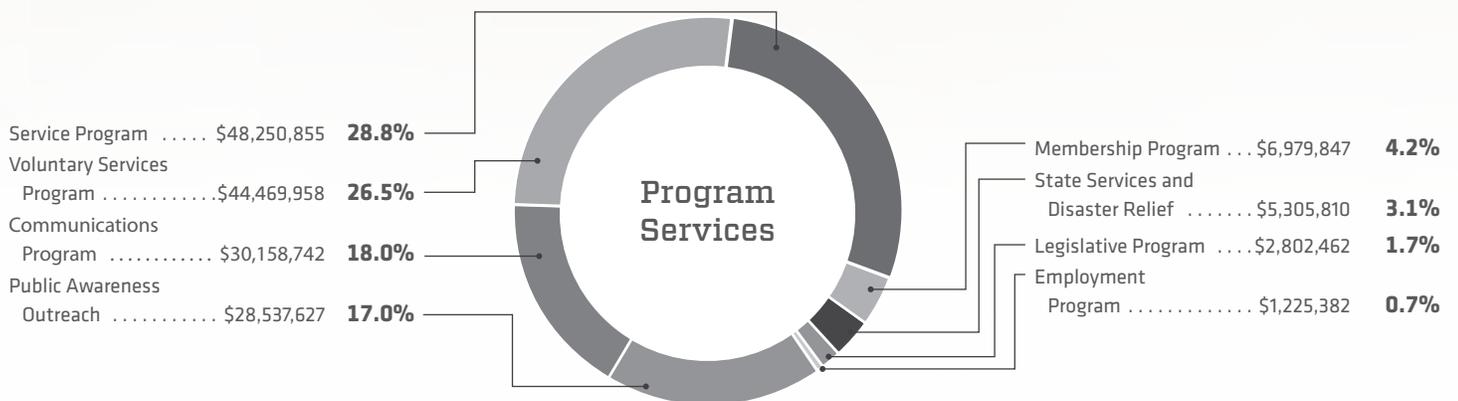
## SUPPORT AND REVENUE



## TOTAL EXPENSES



## PROGRAM SERVICES



Complete financial statements have been audited and received an unqualified opinion.

Copies of the statements are available from our National Headquarters upon request.

### Nonprofit Status

Disabled American Veterans is a tax-exempt organization, and contributions made to DAV are tax deductible. DAV is a federally incorporated, nonprofit organization. It was incorporated by an Act of Congress on June 17, 1932. The organization's Congressional Charter can be found at 36 U.S.C. § 50301 et seq. DAV is recognized by the Internal Revenue Service as tax exempt under 26 U.S.C. § 501 (c)(4). Contributions are deductible pursuant to 26 U.S.C. § 170 (c)(3).

# GOVERNING BOARD OF DIRECTORS

CHAIRMAN  
**Ron F. Hope**  
Clemmons, North Carolina

VICE-CHAIRMAN  
**David W. Riley**  
Semmes, Alabama

SECRETARY  
**J. Marc Burgess**  
Cold Spring, Kentucky

TREASURER  
**Rolly D. Lee Sr.**  
Farwell, Michigan

DIRECTOR  
**Frank Maughan**  
Ogden, Utah

DIRECTOR  
**Johnny N. Stewart**  
Tucson, Arizona

DIRECTOR  
**Richard L. Tolfa**  
Winter Springs, Florida

ADVISOR  
**Moses A. McIntosh Jr.**  
Hephzibah, Georgia

ADVISOR  
**Michael E. Dobmeier**  
Grand Forks, North Dakota



*From left: Richard L. Tolfa, Moses A. McIntosh Jr., J. Marc Burgess, Johnny N. Stewart, Ron F. Hope, Rolly D. Lee Sr., Michael E. Dobmeier, David W. Riley, Frank Maughan*

# NATIONAL EXECUTIVE COMMITTEE

National Commander  
**Moses A. McIntosh Jr.**  
Hephzibah, Georgia

Senior Vice Commander  
**David W. Riley**  
Semmes, Alabama

1st Junior Vice Commander  
**Delphine Metcalf-Foster**  
Vallejo, California

2nd Junior Vice Commander  
**Dennis R. Nixon**  
China Spring, Texas

3rd Junior Vice Commander  
**Harmon L. Evans**  
Columbia, South Carolina

4th Junior Vice Commander  
**Stephen Whitehead**  
Rosemount, Minnesota

National Judge Advocate  
**Michael E. Dobmeier**  
Grand Forks, North Dakota

National Chaplain  
**Michael Dover**  
Ellerslie, Georgia

Past National Commander  
**Ron F. Hope**  
Clemmons, North Carolina

NEC 1st District  
**Daniel P. Stack**  
Uxbridge, Massachusetts

NEC 2nd District  
**Robert J. Finnerty**  
South Ozone Park, New York

NEC 3rd District  
**Richard Fournier**  
Windsor, Maine

NEC 4th District  
**Timothy J. Kelly**  
Fairfield, Connecticut

NEC 5th District  
**Lawrence F. Kelly**  
Beaver Meadows, Pennsylvania

NEC 6th District  
**Bennie Harris Jr.**  
Washington, D.C.

NEC 7th District  
**Richard L. Tolfa**  
Winter Springs, Florida

NEC 8th District  
**Kevin A. Wenthe**  
Ancoco, Louisiana

NEC 9th District  
**Cleveland Bryant Jr.**  
Cary, North Carolina

NEC 10th District  
**Rolly D. Lee Sr.**  
Farwell, Michigan

NEC 11th District  
**Robert Bertschy**  
East Liverpool, Ohio

NEC 12th District  
**Rodney Helgeson**  
Warrens, Wisconsin

NEC 13th District  
**Tom P. Bratcher**  
Indianapolis, Indiana

NEC 14th District  
**Joe Parsetich**  
Great Falls, Montana

NEC 15th District  
**Kimberly R. Tatham**  
Lebanon, Missouri

NEC 16th District  
**Daniel Contreras**  
Sherman Oaks, California

NEC 17th District  
**Frank Maughan**  
Ogden, Utah

NEC 18th District  
**Johnny N. Stewart**  
Tucson, Arizona

NEC 19th District  
**Sarah J. Royse**  
Tillamook, Oregon

NEC 20th District  
**Teresa Johniken**  
Lufkin, Texas

NEC 21st District  
**Charles D. Stake**  
Heber Springs, Arkansas

## DAV STRUCTURE

RESPECT  
ADVOCACY  
**HONOR**  
SUPPORT  
COMMITMENT



**O**ur national programs are administered by a professional staff under the leadership of National Adjutant J. Marc Burgess, a U.S. Navy veteran. Burgess is the Chief Executive Officer of the national organization and serves as Secretary of our seven-member Board of Directors. The board approves the annual budget and is responsible for the management and investment of all of the organization's assets.

Each representative on the Board of Directors is a DAV member. With the exception of the National Adjutant, who is a DAV employee, board members are uncompensated volunteers. Two of these volunteers serve by virtue of their election to national office by DAV's membership. The remaining four directors are selected by the National Executive Committee from its ranks.

Fraternal activities are an essential part of DAV's mission of service to injured veterans and their families. The National Commander, our official spokesperson, is elected annually by the membership at the National Convention. The National Commander chairs the National Executive Committee, which includes five Vice Commanders and 21 District Representatives. All are elected at the convention. The immediate Past National Commander also serves on the committee.

Our business structure is designed to vest control of the organization in its membership and to ensure the greatest degree of operational efficiency possible in the delivery of services to injured veterans and their loved ones. The national organization funds and operates programs that serve veterans throughout the United States and its territories.

Fifty-two Departments and 1,280 Chapters augment the service programs of the national organization on a local level and, in addition, serve as the essential framework for our fraternal activities.

Through the devotion of our members, DAV continues to be the premier veterans service organization in the United States. The strength of our membership allows us to continue fulfilling our promises to the men and women who served. ■

KEEPING THE PROMISE TO  
**AMERICA'S  
VETERANS**



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**NATIONAL HEADQUARTERS**  
3725 Alexandria Pike  
Cold Spring, KY 41076  
859-441-7300  
Toll Free 877-426-2838

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**NATIONAL SERVICE AND  
LEGISLATIVE HEADQUARTERS**  
807 Maine Avenue SW  
Washington, DC 20024  
202-554-3501

**DAV.ORG**

