## Mission
To serve and honor Veterans and their families by empowering them to build meaningful lives through connections to fulfilling careers, benefits, and services; and to proactively strengthen Veteran communities through leadership and collaboration.

## Goals

### Goal 1: Financial Development & Revenue
- **Goal:** At least $1.2 million in annual revenue, 50% or more of total from sources other than CODE by 2022

### Goal 2: Clients Served
- **Goal:** Serve at least 1,700 clients per year

### Goal 3: Organization & Staff Levels
- **Goal:** Staffing aligned for optimum control of operations. Staffing continually aligned with mission, funding, and needs of our Veteran clients

### Goal 4: Partnership with Federal, State, & Community Organizations
- **Goal:** Engagement to the degree it serves Veterans or provides funding to do so

### Goal 5: Strategic Communications
- **Goal:** To cause the SSV target audience (Veterans, donors, community leaders) to see SSV as the preferred provider of services to honor and empower Veterans

## Quarterly Metrics

### Goal 1: Financial Development & Revenue
- At least $300,000 in revenue received for the quarter with CODE pro rata
- Non CODE funding trending toward 50% of total funding this quarter

### Goal 2: Clients Served
- At least 425 clients served for the quarter

### Goal 3: Organization & Staff Levels
- All key leadership positions filled
- Staff cost within budget

### Goal 4: Partnership with Federal, State, & Community Organizations
- At least one new partner established this quarter
- At least three partnership events held this quarter

### Goal 5: Strategic Communications
- Board approved strategic communications plan implemented NLT December 2019

## Plan Focus Areas
1. Services Provided
2. Clients Serviced
3. Financial Development & Revenue
4. Geographical Areas of Operation
5. Organization & Staff Levels
6. Partnership with Federal, State, & Community Organizations
7. Strategic Communications

## Critical Issues
1. Sustainable funding
2. Public awareness
3. Senior leadership transition
4. Partnerships with industry and government
5. Growing services within funding constraints

## Actions
- Identify new event opportunities
- Identify potential funding sources aligned with program and operational needs
- Investigate DoD funding opportunities
- Establish Endowment of at least $1.0M by 2022
- Develop annual Client recruiting plan including hiring events, community outreach and partnerships.
- Develop long range plan for maintaining expertise at key positions
- Develop plan to use technology to leverage staff to expand services
- Develop target list of potential partners
- Plan engagement strategy with each
- Develop annual event schedule
- Develop branding concept
- Evaluate current web based communications
- Hire expertise to do this well