



Your Pursuit • Our Power

STRATEGIC PLAN

January 2023 - December 2025

Approved by Board of Directors on November 29, 2022

Veterans Florida

2023 - 2025 STRATEGIC PLAN

Veterans Florida initiates this strategic plan reflective of critical priorities for organizational development and sustainability. This plan is a “living” document that will be updated and can be revised as it is implemented.

MISSION STATEMENT	
To attract and retain veterans and their families by connecting them with education, training, employment, and entrepreneurial opportunities as well as promoting veteran hiring among Florida businesses	
VISION STATEMENT	
Florida is the number one state in the nation for veterans and their families to live and work	
GOALS	
Ensure sustainable resources for veteran success across Florida	
Optimize governance and operational capacity for mission fulfillment	
PRIORITIES	OBJECTIVES
Communication & Brand Awareness	Improve branding through effective marketing, outreach, and community engagement
Revenue Generation & Fund Development	Increase and diversify annual revenue and growth opportunities
Workforce & Operational Investment	Enhance operations and the workforce for optimal performance
Programming Scope & Impact	Strengthen programmatic impact

Communication & Brand Awareness

OBJECTIVE 1: Improve branding through effective marketing, outreach, and community engagement					
STRATEGIES	SUCCESS MEASURE	TIME FRAME	RESPONSIBILITY	RESOURCES	PROGRESS
Create an annual legislative engagement plan	Documented legislative advocacy guidance, Advocacy literature, Conducted legislative meetings	2023 - 2025	Communications & Marketing Director	Executive Director, Board Members	
Develop and distribute improved communication tools for engaging businesses	Standardized materials, Targeted correspondence and meetings, Engaged businesses	2023 - 2025	Communications & Marketing Director	Veterans Services Team, Board Members	
Develop and distribute improved communication tools for engaging funders	Standardized materials, Targeted correspondence and meetings, Engaged funders	2023 - 2025	Communications & Marketing Director	Executive Director, Board Members	
Document the Veterans Florida story and success stories	Standardized formats, themes; Published literature, media, and correspondence	2023 - 2025	Communications & Marketing Director	Veterans Services Team	
Engage and equip board members as champions and ambassadors	100% annual board member participation; Engaged veterans, businesses, and funders	2023 - 2025	Executive Director	Communications & Marketing Director, Communications, Marketing & Success Materials	
Increase digital marketing capabilities (<i>i.e.</i> , <i>website</i> , <i>social media</i> , <i>e-correspondence</i>), including for strategic and targeted veteran outreach	Established automation; Open rates; Media engagement, views, and followers	2023 - 2025	Communications & Marketing Director	Executive Director, Existing content	

Revenue Generation & Fund Development

OBJECTIVE 2: Increase and diversify annual revenue and growth opportunities					
STRATEGIES	SUCCESS MEASURE	TIME FRAME	RESPONSIBILITY	RESOURCES	PROGRESS
Identify corporate sponsor prospects and conduct engagement meetings	6 new corporate sponsors annually	2023 - 2025	Executive Director	Board Members, Staff	
Submit federal and foundation grant applications to applicable sources	4 new grant applications annually	2023 - 2025	Director of Administration	Executive Director, Veterans Services Team	
Sustain annual state funding	Acquired annual state allocation (<i>level and/or increased funding</i>)	2023 - 2025	Executive Director	Board Members	
Diversify revenue sources	Positive revenue growth by diverse sources year over year	2023 - 2025	Executive Director	Board Members, Staff	

Workforce & Operational Investment

OBJECTIVE 3: Enhance operations and the workforce for optimal performance					
STRATEGIES	SUCCESS MEASURE	TIME FRAME	RESPONSIBILITY	RESOURCES	PROGRESS
Increase staff professional and career development	100% staff participation in annual training	2023 - 2025	Director of Administration	Executive Director, Budget allocation, Staff	
Engage staff in organizational planning and innovation	At least quarterly meetings for staff engagement and input	2023 - 2025	Executive Director	Director of Administration, Staff	
Improve staff workload balance, performance, and accountability	Maintained required staffing level, Documented performance metrics, At least quarterly performance reviews	2023 - 2025	Executive Director	Executive Director, Staff	
Recognize and retain employees	At least quarterly recognitions activities, Staff retention incentives, Improved staff retention rate	2023 - 2025	Executive Director	Staff	
Post staff geographically across the state	Up to 5 staff in outposted locations	2025	Executive Director	Board, Budget Allocation	
Improve board diversity and succession planning	Increased demographic, geographic, industry, and non-veteran board composition	2023 - 2025	Board Officers	Board Members	

Programming Scope & Impact

OBJECTIVE 4: Strengthen programmatic impact					
STRATEGIES	SUCCESS MEASURE	TIME FRAME	RESPONSIBILITY	RESOURCES	PROGRESS
Develop and publish veteran hiring guide	Posted toolkit on website for veterans (<i>resumes, interviewing, FDVA resources, small business development, franchising, etc.</i>)	2023	Veterans Services Team	Small Business Development Center, Florida Association of Veteran-owned Businesses, Florida Department of Veterans Affairs	
Expand and maintain interface with other state agencies	8 executed interagency agreements annually	2023 - 2025	Veterans Services Team	Executive Director	
Maintain and increase programmatic reach	12 job fairs, 4 partner conferences, and 1 expo with increased attendance annually	2023 - 2025	Veterans Services Team	Executive Director, Board Members	
Benchmark agency and partners' performance	Conducted veteran surveys based on received services or training, Documented ROI	2023 - 2025	Veterans Services Team	Executive Director	
Explore program expansion or a new program initiative based on veterans' needs and available resources	1 new veteran required service enhancement	2025	Veterans Services Team	Executive Director, Director of Administration, Partners, Budget Allocation	