## Organization Overview

### Mission Statement
The Keep Florida Beautiful mission is to inspire, educate and enable individuals and community partners to improve and beautify Florida every day.

### Vision Statement
Our vision is to achieve a cleaner and more beautiful Florida.

### Core Values
Our current core values are:

- Integrity
- Motivating
- Passionate
- Accountable
- Collaborative
- Transformational

### DEI Statement
We believe everyone should have access to a clean, green and beautiful environment. We welcome all and seek to represent the diversity of our state as we pursue our mission.
## Organization Analysis

### Strengths
- Passionate affiliates
- Recruiting new affiliates
- Current & updated board governance documents
- Effective & fluid staff/board partnership
- Board camaraderie
- KFB's purpose is easy to communicate
- KFB is a nonpolitical organization
- Strong partnerships with businesses, governments & civic organizations
- Effective education of legislators & policy makers

### Opportunities
- Statewide corporate sponsorships/partnerships that can benefit affiliates
- Paid grant writer position
- Share societal benefits in promotional materials
- Diversify funding streams, particularly seeking unrestricted funds
- Secure statewide contracts
- KFB can identify as a mentor, facilitator & coach for affiliates
- Program infrastructure for affiliates
- Better use of technology for communication internal & external
- Communications with news media outlets

### Weaknesses
- No clear definition on what "educating affiliates" means
- Unclear responsibilities between KAB & KFB
- Small staff means heavy workloads
- Lack of funding
- Lack of competitive compensation for staff
- Lack of contingency plan
- Weak relationships with legislators

### Threats
- Unstable revenue stream
- Some organizations are not interested in associating with KAB & only want to engage locally
- Ever-changing government processes & budgets
- Philanthropic competition
- Unforeseeable events
Strategic Goals & Actions

Goal 1: Maintain and strengthen partnerships and alignments with Florida affiliates to achieve KFB mission.

Objective - Increase board diversity by adding three members representing fuller geographic, professional, gender, and/or ethnic representation by 2026.

Action(s)
- KFB will use email marketing, LinkedIn and other social media to advertise position availability and solicit applications for new BOD members.

Objective - Increase the number of Floridians with access to active local affiliates by adding five new affiliates to extend outreach capabilities by 2026.

Action(s)
- Continue to network with Florida cities and counties at the Florida League of Cities and Florida Association of Counties annual conferences to grow the affiliate network.
- Utilize social media and email marketing to advertise affiliation opportunities and benefits.

Objective - Work with the Affiliate Council to educate and train affiliates to help them achieve/maintain good standing and remain active.

Action(s)
- Work with the Affiliate Council to identify training needs.
- Provide affiliates with a minimum of two training/professional development opportunities per year - at least one of which will be in-person in conjunction with the KFB Annual Conference.
- Ensure all new and existing affiliates have access to the Board Training video series developed in 2021.
- Maintain the monthly statewide Zoom meetings for updates & networking.
Objective - Provide opportunities for affiliates to share in funding sources.

Action(s)
- Maintain and strengthen partnership with FDOT to provide access to grant funds when designated by the state legislature.
- Provide and follow cost share guidelines, providing funds to affiliates through the KFB CSR Membership Program.
- Seek additional state level partnerships that may generate local funds for the affiliates.

Objective - Share revenue and grant opportunities for the affiliates through community partners, corporate grants and grant writing assistance.

Action(s)
- Share grant opportunities during monthly affiliate Zoom calls.
- Connect local affiliates with other funding opportunities through partners/members as they arise.

Objective - Increase the return on investment for KFB and affiliate activities statewide 15% by 2026.

Action(s)
- Assist with KAB certification of five (at minimum) new affiliates, increasing statewide reach as well as number of events and volunteers.
- Engage with less active existing affiliates to increase their community impact.
- Achieve Goal 3 - Create a clearly defined brand identity to build KFB’s brand equity.

Goal 2: Achieve financial independence by diversifying funding sources.
Objective - Increase corporate sponsorship revenue by 50% of the operating budget by the end of 2022.

Action(s)
- Utilize target list to conduct outreach to potential members, sharing CSR program interest materials.
- Advertise CSR membership program through KFB newsletter and paid social media ads.
- Promote CSR membership program at in-person events.

Objective - Negotiate four new statewide contracts by 2026.

Action(s)
- Explore opportunity with FDOT for interested affiliates to administer their county Adopt-A-Highway program.
- Explore additional opportunities with FDOT and other state agencies.
- Work with Affiliate Council to identify affiliate roles.

Objective - Foster existing relationships and develop five new relationships with government and civic organizations that could benefit KFB by 2026.

Action(s)
- Engage with FDOT, FDEP, FWC & VISIT FLORIDA to gauge interest in statewide, multi-agency "keep Florida beautiful" campaign.
- Leverage partnerships created through CSR Membership program to reach other like-minded organizations for collaboration.

Objective - Leverage KFB website as a fundraising tool to accept online donations and strive for a 5% increase yearly.

Action(s)
- Evaluate effectiveness of current online giving platform (Stripe) and identify additional platforms that may be better suited to KFB.
- Increase social media posts around donating as a call to action.
- Leverage national giving days and other national days supporting conservation to attract donations.
• Explore opportunities for KFB merchandise sales.

**Objective - Work with KAB and affiliates to evaluate broad based funding opportunities to increase participation in funding KFB and affiliate missions.**

**Action(s)**
- Explore opportunity with FDOT for interested affiliates to administer their county Adopt-A-Highway program.
- Explore additional opportunities with FDOT and other state agencies.
- Work with Affiliate Council to identify affiliate roles.

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**Goal 3: Create a clearly defined brand identity to build Keep Florida Beautiful's brand equity.**

**Objective - Develop a diverse, long-term communications strategy by the end of 2022 to build the KFB brand.**

**Action(s)**
- Utilize FY 22/23 FDOT funds* to obtain a contract with a marketing/communications firm to assist with building communications strategy.
  *If funding is not received, seek a firm that may assist in-kind, joining as a KFB Member.

**Objective - Increase media outreach 30% by 2026.**

**Action(s)**
- Develop a more comprehensive social media plan at the start of each year to include more sponsored/paid posts.
- Learn and utilize more features in Constant Contact (or other platform) to increase email marketing effectiveness and grow contact list.
- Write a minimum of 3 news releases a year.
- Effectively utilize long-term communications strategy when developed.
Objective - Increase KFB website analytics 15% by 2026.

Action(s)
- Update website content under KFB focus areas (litter prevention, waste reduction, etc.)
- Keep all other content up-to-date (events, board members, youth council, etc.)
- Maintain quarterly blog posts and promote them on social media/through email marketing.
- Include website URL or link in marketing campaigns.

Objective - Work with affiliates to develop unified statewide messaging/media campaigns.

Action(s)
- Provide all affiliates with access to Litter Prevention media campaign developed by the Firefly Group.
- Gauge interest in unified statewide logos for Great American Cleanup and International Coastal Cleanup.
- Work with Affiliate Council to identify additional needs and ideas for unified messaging.
- Work towards statewide, multi-agency "keep Florida beautiful" campaign.

Objective - Seek two branding opportunities with partners by 2023.

Action(s)
- Leverage CSR Membership program to attract partners for co-branding opportunities.
- Explore and reach out to brands that regularly co-brand with like-minded organizations/groups (ex: Florida Life Brand, MANG, Waterlust, etc.)
- Reach out to Florida breweries/distilleries.