



GALLANTLY FORWARD

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Project Gallantly Forward

Strategic Plan 2024-2029

Executive Summary

The purpose of Project Gallantly Forward's (PGF) strategic plan is to provide direction and clarify a path for meeting PGF's mission.

Process

A PGF Strategic Planning Sub-Committee met on 4/3/2024 to create this Strategic Plan. The meeting was facilitated by SCORE mentor, Steven Moore. Participants included Board of Directors Members: Lucas Lewis, Christine Lewis, Zach Latham, Chris Welch, and Mark Miller, and volunteers Jason Lane and Ashley Latham. Previously submitted Strengths, Weaknesses, Opportunities and Threats assessments were reviewed and ideas for strategic goals/vision were formed. In follow up meetings, Christine Lewis, Lucas Lewis and Zach Latham formed a final draft which was reviewed with Steven Moore. The Strategic Plan was presented to the Board of Directors and approved during the quarterly meeting on 5/30/24.

Review

PGF will review and update the Strategic Plan annually. The Executive Director will be responsible for reporting on progress toward strategic goals at quarterly Board of Directors meetings.

Strategic Vision

Project Gallantly Forward aspires to be the nation's leading Veteran retreat, creating a judgment-free refuge of healing and empowerment for Veterans and their families. Through Veteran-to-Veteran support within a serene setting, PGF will equip Veterans with the tools and resources necessary to regain momentum and thrive in their post-service lives.

Core Goals

Primary Goals for PGF are to focus on programs, partnerships, volunteer development, marketing/fundraising, and liability/transparency through the following core areas:

- Develop future programs and enhance existing programs that build Veteran camaraderie and support which equip Veterans to regain purpose and move forward together, and raise awareness in the community of Veteran-related issues
- Increase involvement with other Veteran-focused organizations in the area in order to create partnerships that will develop into wrap-around services for Veterans who stay at the retreat in the future, providers we can referral to for Veterans who reach out to PGF, and referral sources for Veterans to utilize our services in the future
- Create opportunities and seamless systems to encourage Volunteer involvement and development.
- Create consistent, targeted branding across all public-facing materials, and develop consistent funding to support the operational budget
- Follow best practice standards in order to reduce liability and improve transparency, which will lay the groundwork toward becoming a premier resource for Veterans.

Short and long term goals, as well as measures of efficacy can be found in the strategic plan on the following pages.

Strategic Plan

Goal 1: **Program Development** – Develop future programs and enhance existing programs that build Veteran camaraderie and support which equip Veterans to regain purpose and move forward together, and raise awareness in the community of Veteran-related issues.

- Short Term 1: By end of FY2023/24 (ending October 31, 2024), have at least one Veteran event per quarter with the goal of interacting with at least 50 Veterans, in order to facilitate Veteran-to-Veteran connection, and lay the groundwork for moving toward peer support.
 - Long Term 1: By 2029, have at least two ongoing Veteran peer-to-peer support groups consistently meeting, with established mentors and attendees.
- Short Term 2: Have at least one facility available for Veteran R&R by end of FY2024/25 (ending October 31, 2025), in order expand programs/impact.
 - Long Term 1: By 2029, have full hook ups available for camping, at least one facility available for Veteran R&R with at least 100 Veterans per year benefiting from the program.
 - Long Term 2: By 2029, have a bunkhouse-type facility available for Veterans who have struggled with reintegration and could benefit from wraparound services such as peer support and vocational rehabilitation, and service a minimum of 5 Veterans/year.
- Short Term 3: By end of FY2023/24 (ending October 31, 2024), have at least one event per quarter with the goal of interacting with at least 150 people, in order to raise awareness of Veteran-related issues.
 - Long Term 1: By 2029, consistently provide awareness-raising information to 300 people per year.

Goal 2: **Partnerships** - Increase involvement with other Veteran-focused organizations in the area in order to create partnerships that will develop into wrap-around services for Veterans who stay at the retreat in the future, providers we can referral to for Veterans who reach out to PGF, and referral sources for Veterans to utilize our services in the future.

- Short Term 1: By end of FY2023/24 (ending October 31, 2024), develop a list of local and national programs and partners who can assist Veterans at various points in their journeys. Post the list, including contact info and program descriptions on our website and have it available for visitors to the property.
 - Long Term 1: By 2029, develop working relationships with a minimum of 10 agencies that involve cross-referrals.

Goal 3: **Volunteer Development** - Create opportunities and seamless systems to encourage Volunteer involvement and development.

- Short Term 1: By end of FY2023/24 (ending October 31, 2024), host at least one well-organized volunteer event per quarter and follow up with each event with an email blast and social media to point recap event and accomplishments. Including sign in sheet, task list, task organizers, and clear measures of success.
 - Long Term 1: By 2029, regularly host volunteer events which are well organized with an established Volunteer Coordinator and ongoing volunteers serving at the facilities at the retreat.

Goal 4: Marketing/Fundraising - Create consistent, targeted branding across all public-facing materials, and develop consistent funding to support the operational budget.

- Short Term 1: Build additional awareness in PGF by building a marketing plan, implementing a CRM and leveraging them to secure \$2500/mo. in recurring gifts and \$25k in grants and one-time gifts by end of FY2024/25 (ending October 31, 2025).
 - Long Term 1: By 2029, leverage existing CRM and marketing plan systems in order to secure \$7500/mo in recurring gifts and \$50k in grants and one time gifts.
- Short Term 2: Develop PGF Satellite Office in Soddy Daisy as a point of contact center in Hamilton County by end of FY2023/24 (ending October 31, 2024).
 - Long Term 1: By 2029, have at least two ongoing Veteran peer-to-peer support groups meeting on a consistent basis at the Soddy Daisy office.

Goal 5: Liability/Transparency - Follow best practice standards in order to reduce liability and improve transparency, which will lay the groundwork toward becoming a premier resource for Veterans.

- Short Term 1: By end of FY2023/24 (ending October 31, 2024), identify best practice standards and establish a timeline for meeting them within the next 1-3 years.
 - Long Term 1: By 2029, meet best practice standards identified in FY2023/24.

