



OSDTN Strategic Plan 2024 - 2027

Serving Veterans Since 1993



Current State

Serving Veterans Since 1993



The Mission

Operation Stand Down Tennessee engages, equips, and empowers military Veterans and their families through crisis, career, and connection services.

We serve those who have served in uniform through all stages of life and need. Many of our services support the entire family. Some of our services are available to surviving spouses and gold star families. We provide transition assistance to service members and their spouses leaving the military who plan to make Middle Tennessee their home.

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Last 3 years

- **Geography**
 - Expanded services in 20+ counties
 - 3 service centers strategically located
- **State of OSDTN Services**
 - Veteran Service Centers
 - 21K annual hours
 - Added in-house legal services
 - Transitional Housing
 - 93% average occupancy
 - Aftercare fully established
 - State of the new facility in 2024
 - Career Services
 - Established Career Recon
 - Partnership with AJC, DVOPS
 - Supportive Services (SSVF)
 - Healthcare and Housing Resource navigation
 - Short-term and mid-term housing stability
 - SSG Fox Suicide Prevention
 - Operation Connect
 - Operation Commissary
 - Added case management in 2023
- **Administration**
 - Increased Staffing
 - Case management, Development, Finance
 - Increased Budget
 - Operational ~\$6.5M; Capital ~\$7.5
 - Improved processes
 - Financial, Veteran intake, Data fidelity
 - Improved staff development/training
 - Renewed CARF accreditation
- **Brand**
 - Increased exposure to Veterans
 - Increased exposure to public
 - Regional expert on Veterans
 - Regional collaborator on issues
 - Increasing awareness as a convener
 - Leadership of city and state-wide Veteran think tanks



The Next 3-5 Years Strategic Objectives

Serving Veterans Since 1993



Be The Veteran Destination

We will be the dedicated, primary place Veterans and their families find support, purpose and community.

- We will address crisis needs of Veterans and their families.
- We will support Veterans as they transition into the civilian workforce.
- We will connect the Veterans and families we serve to each other and to their communities.
- We will encourage all channels to point to OSDTN for Veteran support – Partners, CoCs, VA Housing, Local and State Governments, Active Duty/Reserve/Guard installations, SEO, Social Media

Engage

Equip

Empower



Be The Veteran Voice

We will be a voice behind building and sustaining a Veteran-thriving community

- We will collaborate with partners to be the Veteran voice to local, regional, state, and federal leaders.
- We will convene partners to discuss, inform, and address Veteran challenges and opportunities.
- We will work with others to create and connect a thriving Veteran ecosystem in Middle Tennessee.
- We will be mindful and inclusive of the military community whenever possible.

Engage

Equip

Empower



Be The Gold Standard

We will meet and exceed standards of efficiency, effectiveness, accountability, and transparency.

- We will measure the effectiveness of services on the overall wellbeing of Veterans.
- We will recruit and retain an inclusive, aligned, highly-qualified, empowered, and satisfied workforce.
- We will provide the leadership, infrastructure, and financial resources to expertly execute our mission.
- We will provide knowledgeable governance to maintain and communicate our fiscal and strategic fidelity.

Engage

Equip

Empower



Evolving The Mission

Operation Stand Down Tennessee engages, equips, and empowers military Veterans, their families, through crisis, career, connection, and community services.

We directly serve those who have served in uniform through all stages of life and need. Many of our services support the entire family. Some of our services are available to surviving spouses and gold star families.

We teach the community at large how to best leverage and support the military and Veteran community. We provide transition assistance to service members and their spouses leaving the military who plan to make Middle Tennessee their home. We convene the Veteran-serving community to create awareness, continuity, and advocacy.

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The Next 3 Years

Goals

- **Geography**
 - Examine/conduct feasibility further physical/virtual expansion within Tennessee
 - Examine/conduct feasibility of expansion of transitional housing to another location
- **Services**
 - Evaluate Service Center Facilities
 - Sustain/improve services
 - Transform career offerings
 - Provide more tailored offerings for client needs
 - Improve program co-enrollments/communication
 - Grow audience, events and services
 - Families, Seniors, Spouses
 - Create Measurable Outcomes
- **Administration**
 - Continue financial growth
 - \$10M+ by 2027
 - Increase philanthropy to balance federal dollars
 - Improve data collection and analysis
- **Brand**
 - Reach more Veterans
 - Become convener/collaborator for the state Veteran ecosystem

Requirements

- **Pay for current capacity**
 - Grow fundraising across 20 counties
 - Fund costs of formal feasibility studies as needed
 - Sustain federal funding
 - Grow alternate sources of national, state, corporate, foundation funding
- **Improve administrative systems**
 - IT Infrastructure
 - Staff computers
 - Cybersecurity, Video Security
 - Financial system
 - Client Data tracking system
- **Adapt brand perception**
 - Here for all Veterans, not just crisis
 - Build why, how and who of convening capacity
 - Better define and communicate impact
- **Maintain human capital**
- **Prepare for senior leadership transitions**
 - Succession planning for senior leadership positions
 - Create communication plan for staff, donors, partner agencies