



# INTERNATIONAL SAFE SHELTER FOUNDATION 2021 STRATEGIC PLAN

INTERNATIONAL SAFE SHELTER FOUNDATION

<https://issf-us.org/>

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## SWOT Analysis

A SWOT analysis is a useful tool for evaluating the business by zooming in on its strengths, weaknesses, opportunities available, and potential threats. Consider the following:

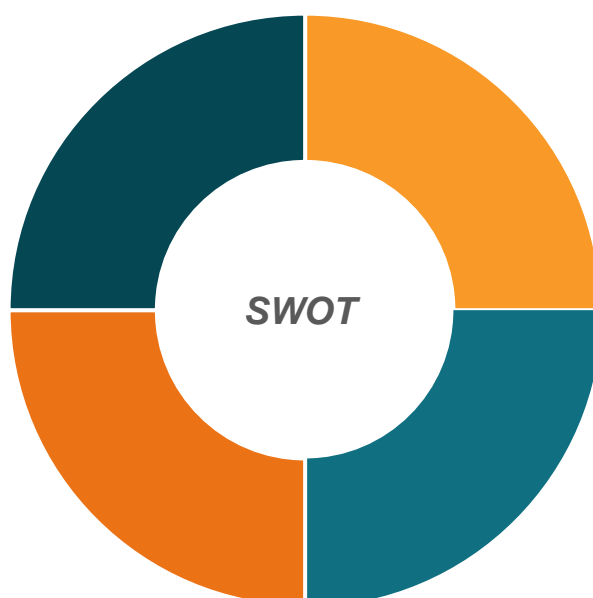
- **Strengths** – What strengths does the organization have now and how will these strengths evolve moving forward?
- **Weaknesses** – What are the deficiencies in the services? Which areas of the organization should be improved first?
- **Opportunities** – How can the organization leverage partnerships and new innovations to grow the organization? Which other segments of the domestic violence prevention, advocacy, and protection would the organization consider entering in future?
- **Threats** – Are there external factors (controllable and uncontrollable) that could potentially stifle cash flow or organization growth?

### STRENGTHS

- Advantage
- Capabilities
- Assets, people
- Experience
- Financial reserves
- Value proposition
- Price, value, quality

### OPPORTUNITIES

- Areas to improve
- New segments
- Industry trends
- New products
- New innovations
- Key partnership



### WEAKNESSES

- Disadvantages
- Gap in capabilities
- Cash Flow
- Suppliers
- Experience
- Areas to improve
- Causes of lose sales/partnerships etc.

### THREATS

- Economy movement
- Obstacles faced
- Competitor actions
- Political impacts
- Environmental effects
- Loss of key staff
- Market demand

|   |   |
|---|---|
| <p><b>STRENGTHS (internal)</b> <i>After completed, go back and rank by priority</i></p> <ul style="list-style-type: none"> <li>• What do you do well?</li> <li>• What unique resources can you draw on?</li> <li>• What do others see as your strength?</li> <li>• Able to navigate and maintain relationships with Juarez shelter and other local partners in the Paso del Norte area.</li> <li>• Others can see the direct impact we can have almost immediately.</li> <li>• ISSF's adaptability and flexibility (move from physical location to remote, virtual way of working)</li> <li>• Our members: Different talents, technical skills, RPCV backgrounds with a large % of members, diverse group of people, access to personal and professional networks</li> <li>• Collective passion and interest for organization's mission, domestic violence in Latin America</li> <li>• Great foundation with new website we can capitalize on</li> <li>• Access to personal connections, relationships built over the years, such as with donors and proven we can fundraise successfully.</li> </ul> | <p><b>WEAKNESS (internal)</b> <i>After completed go back and rank by priority</i></p> <ul style="list-style-type: none"> <li>• What could you improve?</li> <li>• Where do you have fewer resources than other?</li> <li>• What are others likely to see as weaknesses</li> <li>• Follow up with shelter through regular, standardized reports to improve accountability.</li> <li>• Timely action by board, but often impeded as board is all-volunteer and therefore outputs are irregular due to time constraints, other life obligations.</li> <li>• Commitment is variable for members, difficult to maintain it, especially for new folks (turnover)</li> <li>• More creative, compelling fundraising ideas/messages</li> <li>• Diversify --women's advocacy and specialists in domestic violence.</li> <li>• Market ourselves better, improve the ASK (credibility packet, strategic plan, annual reports)</li> <li>• Tools could be more available for transparency, like new website, social media sites.</li> <li>• We could enhance our organizational development skills, solicit more feedback.</li> <li>• Fitting/matching best person with roles in org.</li> <li>• Develop more partners/partnerships.</li> </ul> |
| <p><b>OPPORTUNITIES (external)</b> <i>After completed, go back and rank by priority</i></p> <ul style="list-style-type: none"> <li>• What good opportunities are open to you?</li> <li>• What trends could you take advantage of?</li> <li>• How could you turn strengths into opportunity?</li> <li>• Cultivate new donors and interested parties.</li> <li>• More people paying attention to social media and using online modalities--establishing presence pertinent and essential.</li> <li>• Prioritize regular communications with donors and interested parties, ask for assistance when it is offered.</li> <li>• Prioritize new /updated content.</li> <li>• Bring people on who have desired skill sets: fundraising, technology, certain platform experts, influencers.</li> <li>• Pursue grant opportunities.</li> <li>• Capitalizing on smaller programs like Amazon Smile, getting friends to use it when they make purchases.</li> <li>• Diversifying our fundraising methods</li> </ul>  | <p><b>THREATS (external)</b> <i>After completed go back and rank by priority</i></p> <ul style="list-style-type: none"> <li>• What trends could harm you?</li> <li>• What is your competition doing?</li> <li>• What threats do your weaknesses expose you to?</li> <li>• We could get lost in social media "noise"--everyone is on</li> <li>• How to get our message across so we are relevant</li> <li>• Threats--losing the cultivated interest, losing members.</li> <li>• Our competition---other orgs have paid staff that can devote time and expertise, better organized boards, board structure.</li> <li>• No physical location, located in various places, things get lost in zoom and email.</li> <li>• Burnout is real--no ready replacements.</li> <li>• Message of DV may be too deep/intense.</li> <li>• Potential economic challenges could affect donor giving.</li> <li>• Shelters may be lacking capacity to provide proper documentation, photos, receipts, etc.,</li> </ul>   |

- Improve our knowledge in DV, organization skills, use a consultant/trainer.

which could affect our ability to be outwardly transparent.

## Goals and Objectives for 2021-2022

To better address the SWOT analysis, the team has developed a comprehensive plan for the 2021 fiscal year. The overall goal of the strategic plan is to increase the organizational visibility, presence, outreach, and follow-up by April 2022.

**Project Output 1:** Improve quarterly communication with shelters and potential shelters through regular email, phone calls, and solicitation. This output addresses the need to improve our overall shelter outreach as well as communication with the shelters we serve. As an organization, our main objective is to support domestic violence shelters in Latin America. Since the outbreak of COVID-19 in the United States, Latin America, and globally, our organization has increased its virtual presence. With this virtual presence, the organization has refocused on how we need to reach out to current and potential shelter partners. Our Activities for 2021-2022 include:

- Designate a point of contact (POC) for shelter engagement with current shelter partners and ensure monthly follow-up with new shelters.
- Identify our process for identifying new shelters and how best to engage them.
- POC to quarterly reach out to new shelters for engagement once process is identified.
- Establish a check-in schedule with current shelter partners to gather updates, obtain updated documentation (forms, receipts, project updates, needs assessments).
- Review Donor Financial Request Fund, implement funding plan, and follow up with the director of Centro de Proteccion Mujer a Mujer Domestic Violence Shelter (Mujer a Mujer) to ensure all project documentation is complete.

**Project Output 2:** Increase donors by engaging in other online fundraising events, and outreach through solicitation. This output focuses on our public profile and further engagement with donors. As virtual presence is more and more relevant in 2021, ISSF has developed specific output activities to further engage donors to improve their overall connection with the shelters we serve and opportunities for engagement. Our activities for 2021-2022 include:

- Identifying social media analytic tool and use it quarterly to analyze our progress.
- Identifying at least one post per a week each quarter and scheduling (4-5 posts).
- Appoint a Social Media Officer.
- Update website to inform interested donors/parties to Facebook Messenger.
- Send donors a copy of our updated strategic plan and annual report by December 2021.
- Set a planning meeting for annual fundraiser and other outreach events to set dates, and action plan.
- Follow-up on social media or via Email on Shelter projects/progress to inform donors of how \$ has been utilized.

**Project Output 3:** Develop and implement an outreach plan for recruitment and increased visibility. This output focuses on recruitment of additional board members to better support the above objectives. The ISSF team has always maintained a small number of board members and with that a small organization overhead. However, as ISSF has reevaluated our strategic objectives, the group will need to increase the numbers of the board if we are to meet the above goals and objectives. The overall goal of this objective will be incrementally increasing the board members to 8-10 total members with a strategic mix of associate members and officers. New officer positions will include a social media/digital marketing officer, IT manager, and Community Outreach Officer. Other positions will be considered as needed. To fulfill this output, the following activities have been created:

- Develop the message we want to share via email, Facebook, and in person conversations to potential board members.
- Develop a recruitment calendar.
- Develop specific job descriptions (social media officer/digital marketing, community outreach, etc.).

## Calendar for Engagement:

| Project Activity Sheet  |   |      |      |      |        |      |        |      |      |
|---|---|------|------|------|--------|------|--------|------|------|
| <b>Project Goal</b>   | <b>Increase overall organizational visibility, presence, outreach and follow-up with by April 2022.</b>   |      |      |      |        |      |        |      |      |
| Please fill in the box with fill tool for the quarter you plan to complete the activity |   |      |      |      | Year 1 |      | Year 2 |      |      |
| <b>Project Outputs</b>  | <b>Activates</b>  | Y1Q1 | Y1Q2 | Y1Q3 | Y1Q4   | Y2Q1 | Y2Q2   | Y2Q3 | Y2Q4 |
| <b>Output 1</b>   | Improved quarterly communication with Shelters and potential shelters through regular email, phone calls, and solicitation.                                     |      |      |      |        |      |        |      |      |
| Activity 1.1  | designate a point of contact for shelter engagement with current shelter partners and ensure monthly follow-up with new shelters                                |      |      | X    | X      |      |        |      |      |
| Activity 1.2  | POC to quarterly reach out to new shelters for engagement once process is identified.   |      |      |      |        | X    | X      | X    | X    |
| Activity 1.3  | Establish a check-in schedule with current shelter partners to gather updates, get updated documentation (forms, receipts, project updates, needs assessments). |      |      |      | X      |      |        |      |      |
| Activity 1.4  | Identify our process for indentifying new shelters and how best to engage them.   |      |      |      |        | X    |        |      |      |
| Activity 1.5  | Review Donor Financial Request Fund, implement funding plan, and follow up with Angela to ensure all project documentation is complete.                         |      | X    | X    | X      |      |        |      |      |
| <b>Output 2</b>   | Increase donors by engaging in other online fundraising events, and outreach through solicitation.  |      |      |      |        |      |        |      |      |
| Activity 2.1  | Identifying social media analytic tool and use it quarterly to analyze our progress   |      |      |      |        |      | X      |      |      |
| Activity 2.2  | Identifying at least 1 post per a week each quarter and scheduling (4-5 posts)  |      |      |      |        |      | X      | X    | X    |
| Activity 2.3  | Appoint a Social Media Officer  |      |      | X    | X      |      |        |      |      |
| Activity 2.4  | Update website to inform interested donors/parties to Facebook Messenger  |      |      | X    | X      |      |        |      |      |
| Activity 2.5  | Send donors a copy of our updated strategic plan and annual report by December 2021   |      |      |      | X      |      |        |      |      |
| Activity 2.6  | Set a planning meeting for annual fundraiser and other outreach events to set dates, and action plan  |      |      |      | X      |      |        |      |      |
| Activity 2.7  | Follow-up on Social Media or via Email on Shelter projects/progress to inform donors of how \$ has been utilized.   |      |      | X    | X      |      |        |      |      |
| <b>Output 3</b>   | <b>Develop the message we want to share via email, Facebook, and in person conversations to potential board members.</b>  |      |      |      |        |      |        |      |      |
| Activity 3.1  | Develop the message we want to share via email, Facebook, and in person conversations to potential board members.   |      |      | X    |        |      |        |      |      |
| Activity 3.2  | Develop a recruitment calendar  |      |      | X    |        |      |        |      |      |
| Activity 3.3  | Develop specific JD's (social media officer/digital marketing, community outreach, etc.)  |      |      | X    |        |      |        |      |      |

## Fundraising Plan

### Reflection on 2020 Fundraising Activities and Progress

*How much did you raise from each of your individual donor activities?* In 2021, we raised \$1163 with sixteen individual donors giving to our online campaign.

*What were your biggest successes?* We hosted a 16-day online Fundraiser which aligned with the 16 days of Activism to Stop Violence Against Women. We were most successful when we appealed to personal contacts about donating and explained why we cared about our organization. The campaign was well organized and coordinated. Overall, it was a successful first major online campaign.

*What were your biggest challenges?* Being able to have an adequate venue to reach the most people. For example, the website was not ready, the Facebook page had just launched, and we were still raising awareness of the organization. We need a donor management system. This was our only fundraiser of the year, and our funding is not diversified.

### Our Fundraising Resources

- Four enthusiastic board members.
- Good base for online fundraising to build from.
- Previous donors as well as online audience.
- Build a better library of solicitations, we do have templates in place.
- We now have a solid logo and brand.

### Activities to find new donors, renew current donors, and upgrade donors.

**Attract:** Increase visibility, use marketing and advertising, leverage brand across social media platforms, and be consistent. Ex. Schedule tweets and posts so they come out on a regular basis. Use video. Here is who we are etc.

**Renew:** We need to communicate with donors on a regular basis. (i.e., newsletters). Follow up with donors (email, donation requests) Make Facebook updates.

**Upgrade:** Create a tier system (in conjunction with an activity). Find a matching donor. (a tank of gas, one night at a hotel, one week in the shelter, a family for a week in the shelter). Sponsor an activity: Activity and cost (designated funds). Diversify funding. (Grant writing, direct solicitation (major and minor donors), t-shirts or other types of fundraising. Streaming and donating (stream labs).

### Donor Goals for 2021

**Goal for attracting new donors:** Double Facebook followers from 80 to 160 by scheduling regular posts and sharing/boosting them by June 30th, 2021. Increase donors from 16 to 32 donors by December 30, 2021, by engaging in other online fundraising events, and outreach through solicitation.

**Goals for renewing donors:** Ensure that we thank our donors for previous donations and send updates on how funds were utilized by May 2021 with attachments of our annual report and strategic plan (Nevin/Kat to work on thank you email together). Schedule another event/interview to raise awareness of domestic violence issues and the shelter. (3-part series) by August 2021.

**Goals for Upgrading Donors:** Design a tiered donor giving system as well as activity specific funding goals and post it to the website and advertise it to donors in writing by May of 2021.

### Fundraising Focus areas for 2021

Our 2021 goal is to raise \$2000 additional funds raised by December 2021. To reach that goal, we want to focus on four primary areas:

- Improving our database practices/donor management system.
- Engaging Quarterly with donors (letters, campaigns, annual etc.)

- Recruiting New Board member for specific job descriptions and organizational needs.

## Setting ourselves up for Success: How we plan to stay accountable to our fundraising goals

- Being in line with the fundraising needs of the shelter and helping define our needs beyond the needs of the shelters. Translate the Funding request form.
- Better define actionable meetings between each meeting (names, deadline, etc.).
- Have individuals state their actionable items for the week.
- Monthly check in and process to be accountable. Each person individually states what they can do and holds themselves accountable.