

Strategic Plan Fiscal Year 2021/2022

Focus Area of Work: Program

Five Year Goal: Strengthen the teams leading all of the field programs, and expand the impact of our work in the field.

Tactic	Measurement	Target Date
Attend to mental health needs of field volunteers and local team members as a result of the challenges of COVID, providing opportunities for rest, extra trips home, and field visits Returning to many pre-COVID activities including new training courses, expanding water filters, community visits	Engaged and healthy team members Initiation of activities	ongoing Through June 2022
Be prepared to accept invitations to expand within the current countries of service (1-2 regions) and to other countries (1-2), based on need and invitations, with increased local responsibility for programs	<ul style="list-style-type: none"> •New Country Expansion: n/a •Expansion of health program in Mexico •more program activites in local hands 	<ul style="list-style-type: none"> •n/a •ongoing •ongoing
Recognize long-term service of multipliers and help ensure their security long-term by exploring retirement funds, connecting them with country-based social security systems, and possibly partnering with NGOs in those countries for such systems	Explorations and connections made	ongoing
Continue to explore opportunities to promote the Health Promoter Practitioner manuals “How to Teach Health”	Increase in sales of the manuals	ongoing

Focus area of Work: Fair Trade Craft Program

Five Year Goal: Increase the impact of the Marketplace of Fair Trade Crafts Program for the craft producers as well as Concern America.

Tactic	Measurement	Target Date
Improve marketing to reach more potential buyers (both online and in person)	New marketing with quantifiable results	FY21-22
Improve marketplace website, possibly "rebranding" as part of 50th anniversary; possible new marketplace website (as part of C/A general site). New tags, promo materials, signage? Telling stories better	New marketplace site and updated materials	FY21-22
Improve outreach for sales (and church speakers). 1) Establish calendar of to dos; 2) Roadmap for Fall 2021 sales; 3) Contact all venues and volunteers by end of May; 4) Establish sales goals for FY21-22	Calendar, roadmap, goals, and outreach complete	Jul-22
Long-range planning: where do we want to take the Marketplace in five years (in conjunction with 50th anniversary)?	Goals developed	Dec-22
Ensure extra support during busy Fall craft season (driver, second person in craft department)	Extra support engaged	22-Dec
Create retail display of crafts in entry of back building to promote the items and artisans and increase sales	Display completed	Fall 2022

Focus of Work: Fundraising and Finance

Five Year Goal: Achieve and maintain six-months operating reserve (approximately \$500,000) to ensure that Concern America can continue to fully fund programs and position ourselves for the future.

Tactic	Measurement	Target Date
50th anniversary fundraising plan and implementation	Complete plan and successful first half of year	Sep-21
Develop a long-range financial and organizational plan, to include an investment policy for managing Concern America’s operating reserves and investment decisions	Complete plan and policy	Jun-22
Maintain a balanced budget for the year, preserving the reserve fund gains achieved in FY20-21, and add new reserves as part of the 50th anniversary campaign	Balanced budget and increased reserves	Ongoing, June 2022
Refine donor acknowledgement and appreciation tactics	Review and implementation of improvements	Dec-21
Increase capacity and confidence of staff and board in stewardship	Ongoing, retreats	Dec-21

Focus of Work: Marketing and Communications

Five Year Goal: Ensure that all marketing and communication tools, messages, and platforms are engaging and effective.

Tactic	Measurement	Target Date
Enhance relationship with our audience on social media/email communications through organic engagement, encouraging sharing and other CTAs, posting video updates, and converting posts/emails into website videos through links.	Increase in social media/email marketing metrics through monthly reporting structure	Ongoing
Website redesign that includes consistent messaging about our work, active blog/updates/latest news, resource library, and integrated with marketplace	Website relaunch	Jan-22
50th anniversary focused campaigns will inform our work, driving forth new opportunities for increased engagement of donors and supporters. Creation of a 50th anniversary manifesto and an archive or 'vault' of historical material/voices/images will allow organization to speak to the legacy of our work over the years.	Meeting with 50th Ann. team to develop campaigns and messaging. Increase donor engagement. Creation of library for photos/stories	end of 2022
Further develop and strengthen our external communication materials (brand guide, illustrations, icons, and organizational messaging/marketplace messaging/value statements) to ensure organization's brand and messaging consistency across all platforms.	Completed brand + style guide, and board+staff approved organization messaging doc	Ongoing
Further spread the visibility of Concern America by getting an article/written piece about Concern published in 3rd party media.	Article written about or published	2022

Improve communication channels for feedback and room for growth through surveys, questionnaires, and asking donors what are the specific topics they would like to hear more from us about.

Send out questionnaire/type form to email list, newsletters, and targeted event outreach asking for their suggestions on topics that interest them about our work. Do some polls on social media.

Quarterly

Create annual organization spotlight document, to include goals of the coming year and financial snapshot, as a way to communicate the year's activities with key funders and donors

Create snapshot

Jul-21

Focus of Work: People and Culture

Five Year Goal: Ensure that Concern America operates effectively and efficiently while maintaining its unique culture with a focus on the people of the organization.

Tactic	Measurement	Target Date
Expand and build upon the Board of Directors' effectiveness to ensure a diversity of needed skills and backgrounds and ethnicities <ul style="list-style-type: none"> • Work towards an average of 15 members • Ensure that Board member generated fundraising (giving and getting) exceeds 10% of operating revenue 	<ul style="list-style-type: none"> • 12 Board Members • 10% operating Revenue by Board Members 	Ongoing
Maintain an organizational culture that integrates our values and nurtures staff wellbeing and growth	Healthy and engaged staff	Ongoing
Review of bylaws	Complete review and approve revisions; begin Q3, 2021	Jun-22
Launch Advisory Council	Invites Fall 2021, first meeting January, 2022	Jan-22
Develop a comprehensive succession plan	Completion of plan; begin process Q3, 2021	Jun-22
Maintain comprehensive compensation packages to enable the organization to recruit, retain, and invest in qualified staff	Budgeting 3% minimum for employee performance	Jul-21, ongoing