



Strategic Plan 2021-2023

Date: October 23, 2020

Approved by SA Board of Directors: November 6, 2020

Written By: Kaajal Shah

ORGANIZATIONAL PRIORITIES

1. Survivor Alliance will strengthen the internal structure and operations of the organization to support ongoing growth and long term sustainability (Year 1)

Steps will include:

- Determine Staffing Structure Needed to Support the Strategic Priorities/Executive Director and begin to make necessary hires (By April 2021) (ED/Board/Consultant)
- Identify and implement ongoing, accessible tools, resources and policies to Support the Mental Health Needs of Survivor Alliance's Leadership Team (Staff/Board/Survivor Leaders) (By end of 2020 - beginning stages) (Board Members/Consultant)
- Develop concrete emergency and short/long term Succession Plan(s) for Executive Leadership to prepare for future transitions and ensure systems are in place (By end of 2020) (Board of Directors/Consultant)
- Develop Internal Processes and Procedures for Staff communications, decision making and management (By end of first quarter 2021 (ED/Staff/Board Committee/Consultant)
- Determine Staff Check In and Work Plan Development Methods and begin implementation (By end of first quarter 2021) (ED/Staff/Consultant)
- Create Staff and Board Member Onboarding Processes and the materials needed for smooth, informative transitions (By end of first quarter 2021) (ED/Board Committee/Consultant)
- Implement a Professional Development Program for Staff Members (By end of 2021) (ED/Staff/Board Members/Consultant)
- Develop Pathways for Increased Board/Staff Communications and connection (By mid 2021) (ED/Board of Directors/Staff)
- Increase Fundraising Requests/appeals to meet the staffing structure and needs (Ongoing - Align with Edited 2021 Budget) (ED/Development Staff/Board of Directors)

2. Survivor Alliance will develop comprehensive fundraising and communications strategies and accompanying tools to support the Strategic Vision.

Steps will Include:

- Create revised budget to include expenses directly connected to determined Strategic Priorities (By end of 2020) (ED/Board of Directors)

- Review current fundraising strategies and tactics to identify gaps/opportunities (By end of 2020) (ED/Board of Directors)
- Conduct communications audit across all aspects of the organization (programming, fundraising, etc.) (By end of 2020) (ED/Staff/Board)
- Develop Strategic Fundraising Plan with tied Communications Plan aligned with Strategic Priorities (By mid 2021) (ED /Board of Directors/Staff/Consultant)

PROGRAMMATIC PRIORITIES

1. Survivor Alliance will continue to intentionally and strategically grow its Global Membership, aiming to reach 400 Survivors by 2023, while also maintaining focus on deepening member engagement.

Steps will include:

- Host Monthly Webinar/Orientation Calls for new and potential Survivor Members highlighting Survivor Alliance's offerings and ways to stay connected and/or get involved (Begin December 2020) (Staff)
- Develop a Growth Plan which outlines targeted numbers per year and plan for regional expansion (By end of 1st Quarter 2021) (Staff)
- Build Out Chapters Globally, creating tools and guidelines to support local leaders, while providing umbrella support as the host organization (By mid 2021) (Staff)
- Create vessels for ongoing Survivor Member Feedback to ensure programming/offerings are aligned with what is needed/wanted (By mid 2021 - Ongoing) (Staff)
- Develop Various Metrics of Success and accompanying evaluation tools for programming/organizational offerings (Completed by end of 2021) (Staff/Board Committee/Consultant)
- Ensure Offerings are as Accessible as possible by Integrating Measures to Address Different Abilities (e.g. Interpreters, Visual Learning Tools, Etc.) (Starting Now - Ongoing) (Staff)
- Implement a Digital Town Square for Survivor Member Led/Driven Connections (By 2021) (Staff)

2. Survivor Alliance will concretize and expand its trainings and education based offerings to become one of the leading spaces known for survivor leadership and advancement.

Steps will include:

- Determine core curriculum and scheduling for current offerings and known needed skills/expertise regionally (By first quarter 2021) (Staff)
- Create educational growth plan stretching beyond core curriculum and current offerings with various levels of engagement (By end of 2021) (Staff/Board Committee)
- Develop partnerships with universities and other accredited programs to create an ongoing and seamless referral systems (Ongoing) (Staff)
- Identify and recruit individuals and program partners to create curriculum and

- deliver content (Begin 2021) (Staff)
- Further develop online educational offerings, integrated various learning/sharing styles and self directed learning and expanding these ways into in person offerings, when possible (Ongoing) (Staff)

3. Survivor Alliance will continue providing consultation support for external partners/organizations around how to respectfully and fully integrate and uplift survivors into their spaces/work, with the goal of transforming the Field within 3 years, then moving into having survivors lead this work and/or phasing out specific consulting work depending on need.

Steps will include:

- Develop “101 Go To Protocols” around Survivor Engagement (First quarter 2021) (Staff)
- Determine parameters for scopes of work and needed expertise/capacity to fulfill requests (By end of first quarter 2021) (Staff)
 - Educating the field on general survivor engagement
 - Developing long-term employment opportunities within the field
 - Research Consulting
 - Facilitating opportunities that support our members and leadership training
- Train and find skilled professionals to support implementation of this work (Ongoing) (Staff)
- Develop “business plan” which includes a projected annual revenue goal for this funding stream (By mid 2021) (ED/Board of Directors)

4. Survivor Alliance will continue to grow the number of Survivor Leaders that can fill consultancy positions and provide them ongoing leadership development support.

Steps will include:

- Develop internal system to filter and assign consultancy requests (By first quarter 2021) (Staff)
- Determine ongoing employment and expertise needs, as well as needs of Survivor Leaders within this role (By mid 2021) (Staff)
- Develop strategy for long term, sustainable employment opportunities (By mid 2021) (Staff/Board)

5. Survivor Alliance will explore its role around Survivor connection, coordination and support of mental health needs

Steps will include:

- Review current initiatives and role within this area, while outlining all possible needs (in first quarter 2021) (Staff/Consultant)
- Determine internal capacity to expand within this area (by mid 2021) (Staff/Board/Consultant)