

Sister Cities International's Strategic Plan January 1, 2017–December 31, 2021

This document establishes three strategic goals with identified organizational strategies, outcomes, and activities, as the guiding blueprint for our Leadership and Management Team for the next five years. These strategic goals are specific, measurable, actionable, realistic and timely (SMART).

Mission

To promote peace through mutual respect, understanding, and cooperation – one individual, one community at a time.

Vision

Remain the largest and premier global network connecting people and communities from all backgrounds within the United States with people and communities around the world to foster peace and prosperity.

Accountability

The Board of Directors will exercise its fiduciary and policy responsibility to ensure accomplishment of, adherence to and compliance with this strategic plan.

Implementation

The President/CEO and the professional staff will plan and manage the activities and tasks of each goal and its subsequent strategies.

Transparency

The President/CEO and the professional staff will provide periodic annual Strategic Plan progress reports at least twice a year at the Annual Conference or Spring Leadership Meeting.



SisterCities
INTERNATIONAL

Connect globally. Thrive locally.

Strategic Plan Goals

Goal One

Grow Network Membership by five per cent per annum

Goal Two

Raise Network Global Awareness through Expanded Network Outreach

Goal Three

Improve Organizational Sustainability through Revenue Generation, HR, and Fiscal Accountability

Goal One

Grow Network Membership by 5 per cent per annum

As a network membership organization, membership sustainability and growth is critical to the long term viability of this global citizen diplomacy network NGO. The professional staff in partnership with volunteer 50 State Representative Operational Field Team ensures continuous process improvement to expand outreach, recruitment, and retention. Additionally, dedicated emphasis on membership benefit development and identifying new opportunities provides new sources of value to each network member and their sister city programs.

Strategy	Outcomes	Activities	Responsibilities
Continue Strategic Expansion	<ul style="list-style-type: none"> » Increase collaborative activities with partner organizations • Increase NEXGEN programs 	<ul style="list-style-type: none"> » Explore partnership with Rotary » Explore partnership with Peace Corps » Expand work with NLC and State Leagues of Cities • Expand current partnership with Kiwanis with focus on engaging Key Clubs at the local member level 	<ul style="list-style-type: none"> » S&P/Staff » S&P/Staff » Membership/State Reps • S&P/State Reps
Evaluate/Improve/Increase Member Benefits	<ul style="list-style-type: none"> » Increase focus/resources dedicated to benefits/services • Attract increased membership 	<ul style="list-style-type: none"> » Improve monitoring of usage of current benefits » Improve monitoring of return to SCI on benefits » Evaluate cost/benefit of current benefits » Determine most sought-after benefits by current members • Explore possible D&O insurance benefit • Explore possible discounted airfare benefit • Expand Measures that Matter Program 	<ul style="list-style-type: none"> » Membership/Staff » Membership/Staff » Membership/Staff » Membership/Staff • Membership/Staff • Membership/Staff • Membership/Staff
Integrate Staff/State Representative Operational Capability	<ul style="list-style-type: none"> » Increase membership • Improve ongoing budget management/achievement of 100% annual budget target 	<ul style="list-style-type: none"> » Streamline/consolidate annual membership tracking and renewal process » Refine annual recruitment/renewal/lapsed member strategy and targeting 	<ul style="list-style-type: none"> » Membership/Staff/SR » Membership/Staff/SR
Strengthened Engagement of NEXGEN Leaders	<ul style="list-style-type: none"> » Increase participation by members in NEXGEN programs 	<ul style="list-style-type: none"> » Review YAAS and YLS plans for 2017 » Expand and increase marketing of J-1 Visa Program » Establish NEXGEN alumni engagement program » Disseminate NEXGEN toolkit to members 	<ul style="list-style-type: none"> » S&P/Staff » S&P/Staff » S&P/Staff » S&P/Staff

Goal Two

Raise Network Global Awareness through
Expanded Network Outreach

Network Global Awareness is key to advancing the value of the role of a Citizen Diplomat. A robust and revitalized Leadership Global Awareness Team (GAT) strengthens and fosters an ever increasing recognition of its importance to community. The GAT has two advisory leadership representational levels: the Ambassadors Advisory Council and the Mayors Advisory Council and two operational components: Global Envoys and SCI Country specific Representatives; knowledgeable in a specific country or region of the world. Their task is to raise the awareness of SCI's day-to-day work, while identifying new program partners and continuing to strengthen our traditional network relationships.

Strategy	Outcomes	Activities	Responsibilities
Tailor Message to SCI's Primary Audiences	<ul style="list-style-type: none"> » Provide diverse communication resources for use by members ● Improve SCI message consistency ◇ Improve local promotion of members and SCI 	<ul style="list-style-type: none"> » Develop communication toolkits aimed at specific audiences ● Generate branding and marketing plan ◇ Disseminate talking points and marketing materials 	<ul style="list-style-type: none"> » Staff ● Staff ◇ Staff/State Reps
Align New Strategy with SCI Leadership	<ul style="list-style-type: none"> » Engage board assistance with public relations upon request ● Increased subnational, county, and local visibility/advocacy through engagement of State Reps ◇ Engage Ambassadors Council, Mayors Council, Global Envoys, Country Reps, and Honorary Board 	<ul style="list-style-type: none"> » Identify PR/marketing needs » Increase ad hoc outreach for events, campaigns, and messages ● Deliver annual, year-round, State Rep training program ◇ Develop a citizen diplomacy international agenda ◇ Implement annual representation schedule 	<ul style="list-style-type: none"> » Staff » Staff/Board ● State Rep Liaison/Board State Rep/Staff ◇ S&P ◇ Global Outreach Team/Board/Staff
Focus Internal Communication toward Membership	<ul style="list-style-type: none"> » Build membership sense of community and common purpose ● Highlight SCI activities and benefits ◇ Improved social media and website communications 	<ul style="list-style-type: none"> » Improve current communications directed at membership, such as member updates, directory, and other mailing lists ● Promote and publicize member stories ◇ Develop and implement multifaceted communication strategy 	<ul style="list-style-type: none"> » S&P/Membership/Finance/Development/Staff/Exec ● S&P/Membership ◇ S&P
Focus External Communication	<ul style="list-style-type: none"> » Improved social media and website communications ● Implement worldwide recognition campaign 	<ul style="list-style-type: none"> » Increase and improve outreach to members of foreign/diplomatic corps ● Increase and improve outreach to NEXTGEN professionals 	<ul style="list-style-type: none"> » Development/Staff ● Staff

Goal Three

Improve Organizational Sustainability through Revenue Generation, HR, and Fiscal Accountability

Developing a revenue generation culture, the organization will live within its means and expand as resources allow. These strategies focus on fund development, fiscal discipline, and financial management through the implementation of creative revenue generation, skillful allocation of resources and developing long-term sustainability capability

Strategy	Outcomes	Activities	Responsibilities
Continually Improve Internal Processes and Reporting	<ul style="list-style-type: none"> » Improved efficiency of human resources • Maintain accurate financial position 	<ul style="list-style-type: none"> » Clarify reporting responsibilities » Expand online banking processes » Strengthen HR and financial policies » More professional development for staff • Examine/revise all financial and audit reporting schedules • Maintain and improve invoicing and dues tracking process 	<ul style="list-style-type: none"> » Staff/Board » Finance/Dev/Audit » Exec-HR/Finance/Audit/Governance » Exec-HR • Finance/Audit • Finance/Membership
Increased Board/Board Member Development and Effectiveness	<ul style="list-style-type: none"> » Improve board member performance • Improve recruitment of board members with needed skills ◇ Improve overall board team cohesion 	<ul style="list-style-type: none"> » Refine on-boarding process and mentoring » Clarify board vs. staff responsibilities » Track overall board and board member performance • Evaluate current board and annually survey for needed skills ◇ Hold annual board leadership retreat and improve board communication and team training 	<ul style="list-style-type: none"> » Board Dev » Board Dev » Board Dev • Board Dev ◇ Board Dev
Improve Donor Engagement	<ul style="list-style-type: none"> » Improve cultivation, stewarding, and recognition of donors • Implement comprehensive donor fundraising program 	<ul style="list-style-type: none"> » Create and implement integrated and ongoing donor recognition and tracking process • Implement CCS model fundraising plan 	<ul style="list-style-type: none"> » Finance/Membership • Development

Goal Three Cont.

Improve Organizational Sustainability through Revenue Generation, HR, and Fiscal Accountability

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Strategy	Outcomes	Activities	Responsibilities
Diversify Funding Sources	<ul style="list-style-type: none"> » Maintain global leaders circle • Implement long-term sustainability plan ◊ Grow new revenue sources 	<ul style="list-style-type: none"> » Create and execute an integrated individual donor and corporate giving process • Plan and develop financial vehicle • Plan and implement long-term, major investor identification, engagement, and recognition program • Implement planned giving campaign ◊ Explore business model for travel delegations ◊ Identify and grow fee-for-services ◊ Solicit funding for current activities and programs 	<ul style="list-style-type: none"> » Finance/Development • Finance/Development • Finance/Development • Finance/Development ◊ Finance/S&P/Staff ◊ Finance/S&P/Staff ◊ Finance/S&P/Staff
Develop Programs Department	<ul style="list-style-type: none"> » Secure staff capacity building grants • Identify and launch new revenue generating programs ◊ Develop and streamline program management 	<ul style="list-style-type: none"> » Attract capacity building grants • Evaluate current programming/services for possible sponsorship • Create concept papers for potential revenue generation programs • Develop structure and SOPs for new programs department ◊ Establish dedicated intern/staff to review potential proposals ◊ Establish protocol for evaluating and selecting grant opportunities 	<ul style="list-style-type: none"> » S&P/Finance • S&P/Development/Staff • S&P/Development/Staff • S&P/Development/Staff ◊ Staff ◊ S&P/Staff