

2022 SLSF Strategic Development Plan

Four Core Strategies

1. **Core Strategy One: Community Engagement**

Community engagement is the process of building relationships with community members who will work side-by-side with SLSF as an ongoing partner, in any and every way imaginable, building an army of support for SLSF's mission, with the end goal of making the community a better place to live.

2. **Core Strategy Two: Marketing/Communication**

A communications strategy is a customized plan to reach out to SLSF's stakeholders — including a mix of stakeholders, donors, media, recipients, and so on — through multiple channels. This is an active and engaged practice of helping stakeholders use or act upon the information SLSF provide.

3. **Core Strategy Three: Improve Board Engagement**

Taking time to ensure that each board member becomes personally invested and engaged in the mission of SLSF. Engaged board members will continue to be SLSF's best ambassadors, advocates, strategists, and all around supporters.

4. **Core Strategy Four: Enhance Fundraising Vehicles/Methods**

The particular form in which a fundraising program is organized and executed; for example, annual giving, events, capital campaign, or direct mail.

Special Leisure Services Foundation

Actual vs Proposed Target Income Table

FY 2021-2023

Level of Giving	Level Includes	2021 SLSF Actual Income	Total Proposed for 2021	2022 SLSF Actual Income	Total Proposed for 2022	2023 SLSF Actual Income	Total Proposed for 2023
Individual Giving	Any income outside of Events and Foundations/Corporate Grants.	\$ 67,169.58	\$ 77,100.00	\$ -	\$ 80,000.00	\$ -	\$ 90,000.00
Events	In Person and Virtual Event income, Sponsorships, Event Donations, etc.	\$ 203,947.36	\$ 214,685.00	\$ -	\$ 230,000.00	\$ -	\$ 250,000.00
Foundations/Corporate Grants	Corporate Board Giving, submitted grants, matching grants (for Corporate Volunteer Hours)	\$ 150,224.23	\$ 83,000.00	\$ -	\$ 90,000.00	\$ -	\$ 100,000.00
TOTALS:		\$ 421,340.59	\$ 374,785.00	\$ -	\$ 400,000.00	\$ -	\$ 440,000.00

2021 Assumptions	2022 Assumptions	2023 Assumptions
<p>In 2021, SLSF anticipates minimal growth based on the economic uncertainty of a post-COVID world. SLSF will focus on sustaining current levels of giving while sustaining virtual events and returning to in-person event offerings by Summer. In addition, SLSF will re-establish relationships with lapsed donors, increase contact with current donors and develop new donors.</p>	<p>Individual Giving is based on an approximately 3% increase in donations, as SLSF implements the Event 10 and targeted donor programs. Events income is based on an approximately 8% increase, returning to pre-COVID (2019) levels. Foundations/Corporate Giving increase is based on solicitation of grant funding to fund building of Hoffman Estates programming space and specialty rooms, and Buffalo Grove specialty rooms.</p>	<p>Individual Giving is based on an approximately 12% increase due to the result of implementation of new processes in 2022. These efforts should help maintain relationships while bringing in new donors. Kevin's Club and tiers of giving opportunities to be fully developed by 2023. Events revenue is based on diversification and maximization of income for event offerings. Foundations/Corporate Giving to increase based on the development of new initiatives and specialty programming spaces.</p>

Core Strategy 1: Community Engagement

Strategy 1A. Increase outreach to new and existing Businesses and Corporations in NWSRA footprint

Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Build relationships with businesses and corporations within Hoffman Estates community and surrounding area to support new NWSRA programming space.	SLSF	Liz	Q1: Q2: Q3: Q4:		

Strategy 1B. Increase outreach to new and existing individual donors in NWSRA footprint

Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Continue development of Event 10 program. Develop the "Did You Know" campaign to increase communication among individuals identified within the Event 10 program and Database 10 program	SLSF	Liz/Megan	Q1: Develop marketing materials for "Did You Know" Campaign. Q2: Q3: Q4:		
Superintendent of Development to examine database of existing donors	SLSF	Anne	Q1: Review donors from 2016-2021 Q2: Review donors from 2010-2015 Q3: Organize into categories Q4: Add to database for reporting		
Target PURSUIT, Inclusion families, STAR Academy families, Snoezelen Sensory Room, Day Camp families	SLSF/NWSRA Management Team	Liz	Q1: Choose groups to target for 2022 misc. fundraisers Q2: Q3: Q4:		

Core Strategy 1: Community Engagement

Strategy 1C. Strengthen relationship with Booster Club to engage new families					
Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Redevelop Booster Club to align their goals with the overall direction of SLSF fundraising efforts	SLSF/ Superintendent of Recreation	Liz/Rachel	Q1: Q2: Q3: Q4:		
Identify fundraising efforts of the Booster Club and maximize revenue	SLSF/ Superintendent of Recreation	Liz/Rachel	Q1: Q2: Q3: Q4:		
Focus 1D. Identify collaborative opportunities with external organizations, corporations, groups and other entities					
Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes
Identify large companies and corporations that align with SLSF efforts.	SLSF	Anne	Q1: Create list of large corporations surrounding each programming site. Q2: Research company values and make list of those that align. Q3: Research grant opportunities from companies with aligned values, target 10 companies for payroll deductions/volunteering Q4: Assign projects to grant opportunities.		
Identify agencies, organizations, groups, and businesses that support community initiatives within the NWSRA footprint	SLSF	Liz	Q1: Update list of organizations surrounding each programming site. Q2: Research company values and make list of those that align. Q3: Target aligned organization for sponsorship, donation, and volunteer opportunities Q4: Adjust marketing based on feedback and expand targeted list.		
Focus 1E. Identify collaborative opportunities with external organizations, corporations, groups and other entities					
Goal	Department	Point Person	Quarter Objective	Objective Completed	Team Notes

Core Strategy 1: Community Engagement

<p>Expand relationships with organizations and groups within the NWSRA footprint who have a special interest in Diversity, Equity, and Inclusion.</p>	<p>SLSF</p>	<p>Anne/Liz</p>	<p>Q1: Identify 5 entities near each of the 6 programming sites. Q2: Strategize partnerships, which groups to reach out to. Q3: Set meetings with at least 3 groups. Q4: Incorporate ideas from meetings into events and marketing.</p>		
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Goal Carried over from the 2018-2020 Strategic Plan

Core Strategy 2: Marketing/Communication

Strategy 2A. Create a Marketing Plan for each individual event				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop a marketing plan that identifies social media posts, electronic mail and other materials to be shared for each event	Marketing	Tom/Erika	Q1: Q2: Q3: Q4:	
Strategy 2B. Utilize target marketing to reach specific groups				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop target market groups and develop materials.	SLSF/Marketing	Tom/Erika	Q1: Define and identify 5 target market groups. Q2: Plan strategy for delivering targeted materials. Q3: Develop targeted materials for all groups. Q4: Implement targeted marketing.	
Include stories on the impact that donations make (from past donors)	SLSF/Marketing	Tom/Erika	Ongoing - collect quotes, photos, and videos of impact Q1: Include event follow up with photos and amount raised after events. Q2: Outline follow up to donors about impact donation made. Q3: Q4:	
Strategy 2C. Continue to develop brand identification for each event				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Ensure that individual brand identification ties in with overall SLSF event	SLSF/Marketing	Tom/Erika	Q1: Schedule per season filming/photo days at sites. Q2: Q3: Q4:	
Develop closing materials showing impact.	SLSF/Marketing	Tom/Erika	Q1: Schedule film times to capture impact of donations at programming sites. Add impact stories to event timelines. Q2: Implement after events. Q3: Implement after events Q4: Implement after events and analyze results.	
Strategy 2D. Develop a diversity statement that addresses diversity, equity, and inclusion				
Goal	Department	Point Person	Quarter Objective	Objective Completed

Core Strategy 2: Marketing/Communication

Develop a diversity, equity, and inclusion statement.	SLSF/Marketing	Anne/Tom/Erika	<p>Q1: Research established DEI statements and create outline.</p> <p>Q2: Review outline, edit based on what is important to NWSRA/SLSF community.</p> <p>Q3: Final draft, present to the board for edits.</p> <p>Q4: Approved DEI statement plan for adding to marketing and implementation.</p>	
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Goal Carried over from the 2018-2020 Strategic Plan

Core Strategy 3: Improve Board Engagement

Strategy 3A. Direct specific asks to Board Members				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Identify the specific areas of need, communicate the need, and provide clear deadline for when funds are needed	SLSF	Anne	Q1: Send monthly email to board about how to contribute to Q1 events. Q2: Send monthly email to board about how to contribute to Q2 events. Q3: Send monthly email to board about how to contribute to Q3 events. Q4: Send monthly email to board about how to contribute to Q4 events.	
Follow up with each Board Member to ensure that their individual Board commitment is met throughout the year	SLSF	Anne	Q1: Send previous year contributions and ask what they would like to help with in 2022. Schedule one-on-one meetings. Q2: Q3: Reach out to board members individually to foster engagement and revisit goals. Q4:	

Core Strategy 3: Improve Board Engagement

Strategy 3B. Ask Board to assist in marketing and outreach efforts				
Goal	Department	Point Person	Objective Completed	Objective Completed
Revamp Board Ambassador Program and Materials.	SLSF/ Marketing	Anne/Tom	Q1: Q2: Q3: Q4:	
Provide more information to Board Members on upcoming endeavors.	SLSF	Anne/Tom	Q1: Q2: Q3: Q4:	
Strategy 3C: Identify ways to engage the Board into the 40th Anniversary celebration				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Board member recruiting through a diversity, equity, and inclusion lense.	SLSF	Tracey/Anne	Q1: Research and development of DEI statement. Q2: Increased involvement in DEI oriented groups. Q3: Q4: Identiy 3-5 individuals to target for involvement (internal and external).	

Goal Carried over from the 2018-2020 Strategic Plan

Core Strategy 4: Enhance Fundraising Vehicles/Methods

Strategy 4A: Build Major Gifts Program: Devote more time to personal cultivation of potential major donors, creating a robust moves management system, and updating donor messaging to be more personal and donor-centric, rather than transactional and organization-centric.				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Develop relationships with existing donors to increase their donation levels.	SLSF	Anne/Liz	Q1: Q2: Q3: Q4:	
Research and investigate new donors through various search engines, databases, Board Member contacts and existing relationships.	SLSF	Anne	Q1: Q2: Q3: Q4:	
Strategy 4B: Target donors through current direct mail (annual appeal) program: Bring program in line with industry standards, and experimenting with strategic prospect mailing to acquire new donors.				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Reach out to new potential donors through the Annual Appeal.	SLSF/Marketing	Anne/Tom	Q1: Analyze data from previous annual appeal approaches - identify best strategies already attempted. Q2: Spring Appeal - change mailing approach to increase response. Include online donation option. Q3: Analyze Spring Appeal response and past Holiday Appeal response. Adjust approach for Holiday Appeal. Q4: Holiday Appeal - change mailing approach to increase response. Include online donation option.	
Strategy 4C: 4. Create a planned giving program: Alert parents, grandparents, volunteers, and donors to the possibility of including SLSF in their legacy plans, while recognizing those that have already done so.				
Goal	Department	Point Person	Quarter Objective	Objective Completed
Identify ways to enhance Planned Giving program	SLSF	Anne/Liz	Q1: Design Planned Giving portion of "In Memory Of" website. Q2: Written outline for Planned Giving Program. Q3: Q4:	
Create "In Memory Of" donations program	SLSF/Marketing	Liz/Tom	Q1: Q2: Q3: Q4:	

Goal Carried over from the 2018-2020 Strategic Plan