



## **2011 – 2013 Strategic Plan**

Approved by VHF Board of Directors 12/2/10

### **Our Vision**

*Become the recognized voice and go-to resource for those impacted by a bleeding disorder.*

### **Our Mission**

*Dedicated to serving and supporting the needs of those impacted by a bleeding disorder through education, advocacy, and community.*

# Program Development

**Goal:** Programs will be offered that will meet the diverse needs of members.

Objective	Action Steps	Outcome	Responsibility Party	Measurement	Deadline
A Program Oversight Committee, comprised of 3-5 members and reflective of the diversity of membership, will review existing programs and determine the need for new programs.	<ol style="list-style-type: none"> <li>1. Review current program offerings and needs assessment.</li> <li>2. Create a template to include number and location of programs each year.</li> <li>3. Use evaluation tools to determine new programs.</li> </ol>	Programs based on needs of membership.	Program Oversight Committee and Staff	Needs assessment of membership and evaluation tools	6/2011
A structure for evaluating programs and recommending new ones will be created and used.	<ol style="list-style-type: none"> <li>1. Create a standardize evaluation tool to be used at each program.</li> <li>2. Every year engage in a needs assessment to determine topics, schedule, and location.</li> </ol>	Information will be gathered to guide program offerings.	Program Oversight Committee and Staff	Creation of tools and needs assessment	1/2011 ongoing

# Communications

**Goal:** Clear communication strategies will be used to guide the organization in engaging with stakeholders.

Objective	Action Steps	Outcome	Responsibility Party	Measurement	Deadline
Clear messaging points on the organization and bleeding disorders are used.	<ol style="list-style-type: none"> <li>1. Recruit a volunteer or consultant with marketing expertise.</li> <li>2. Consult national groups (NHF, HFA) for messaging points to be incorporated into local messaging points.</li> <li>3. The Board develops, with support from the volunteer/consultant, clear messaging points on the purpose of the organization and on bleeding disorders</li> </ol>	Unified voice on the organization and bleeding disorders in Virginia	Staff, volunteer/consultant, and Board of Directors	Use of messaging points in materials	6/2011
A communication plan, using the messaging points developed by the board, is developed and used.	<ol style="list-style-type: none"> <li>1. Review of evaluation process of fundraising and marketing efforts in 2010.</li> <li>2. Determine Communication tools (website, Twitter, Facebook, donor letters, press releases, etc.).</li> <li>3. Develop strategies for effectively using the communication tools (timelines, process, board role).</li> <li>4. Investigate the possibility of partnership opportunities with other bleeding disorder organizations.</li> </ol>	Clear strategy, consistent strategy for communicating with stakeholders	Staff and volunteer/consultant	Review of communication tools to ensure consistent message	1/2012

# Volunteer Engagement

**Goal:** Volunteers are engaged and active in the organization and its programs.

Objective	Action Steps	Outcome	Responsibility Party	Measurement	Deadline
A volunteer program will be created to manage and engage volunteers.	<ol style="list-style-type: none"> <li>1. Conduct an evaluation of organization and determine number, type, and time commitments needed for volunteers support.</li> <li>2. Establish a volunteer engagement process which includes a volunteer database with information on volunteers.</li> <li>3. Create a volunteer handbook which will include volunteer job descriptions, ways to recruit volunteers, a volunteer application, strategies to troubleshoot problems, volunteer processing, and ways to recognize and retain volunteers.</li> <li>4. Establish an evaluation process to determine how to strengthen program and better use volunteers.</li> </ol>	2 or more new volunteers at events and serving on active committees	Staff	Number of active volunteers	1/2012

# Advocacy

**Goal:** VHF and its members are actively engaged in shaping legislation that is impactful to its members.

Objective	Action Steps	Outcome	Responsibility Party	Measurement	Deadline
The Advocacy Committee will meet at least 4 times a year to review legislation and create a plan of response.	<ol style="list-style-type: none"> <li>1. Advocacy consultant will plan for and coordinate committee meetings to discuss items of interest.</li> <li>2. Committee will determine ways to engage membership in advocacy issues.</li> <li>3. Develop an annual advocacy strategic plan for the organization.</li> </ol>	Organization will have a clear advocacy strategic plan	Advocacy Consultant, staff, and Advocacy Committee	Advocacy Strategic Plan developed and approved by Board	1/2011  ongoing
The membership will be updated regularly on issues of legislative concern and be given information on how they can be engaged.	<ol style="list-style-type: none"> <li>1. Advocacy consultant will review legislation and determine areas of interest.</li> <li>2. Send out periodic email blasts on legislation of interest.</li> <li>3. Schedule an annual advocacy day.</li> </ol>	Membership will be engaged in advocacy issues	Advocacy Consultant, staff, and Advocacy Committee	Number of people in attendance at advocacy events; number of respondents to request for action	1/2011  ongoing

# Board Development

**Goal:** Board Members are engaged, aware of expectations upon them, and are fulfilling their duties.

Objective	Action Steps	Outcome	Responsibility Party	Measurement	Deadline
A Board Development Committee will meet quarterly and have a clear agenda for each meeting.	<ol style="list-style-type: none"> <li>1. Recruit members to serve on committee and appoint a chair.</li> <li>2. Schedule meetings.</li> </ol>	Committee is active	Board of Directors	First meeting of committee	3/2011
Procedures for recruiting new board members with diverse backgrounds including members outside of the community will be developed.	<ol style="list-style-type: none"> <li>1. Evaluate current board makeup.</li> <li>2. Determine needed areas and make suggestions for skill set, geography, age, background diversity, and gender.</li> <li>3. Create a written report of recruitment procedures that are approved by the board.</li> <li>4. Review Bylaws and determine if revisions are necessary.</li> </ol>	9 active board members (2 outside of community)  Written procedures  Bylaw compliance	Board Development Committee	Number of new members  Review of bylaws	5/2011
A Policies and Procedures Manual for board operations will be created and used.	<ol style="list-style-type: none"> <li>1. Review examples of Board Policy and Procedures Manuals.</li> <li>2. Review organization's bylaws for necessary elements for Manual that includes board member terms, officer succession planning, and board member expectations.</li> <li>3. Create a Manual, in compliance with Bylaws, that includes board member job descriptions, current board member terms and when they expire, succession plan for officers and members, etc.</li> <li>4. Review Bylaws and determine if revisions are necessary.</li> </ol>	Process for board member turnover  9 active board members  Bylaw compliance	Board development chair	Policy and Procedures Manual in place and activated  Board member turnover	1/2012

# Resource Development

**Goal:** Funding for the organization is diversified and stable.

Objective	Action Steps	Outcome	Responsibility Party	Measurement	Deadline
A development plan that will guide the fundraising efforts of the organization and have measurable goals.	<ol style="list-style-type: none"> <li>1. Review the evaluation process for fundraising and marketing efforts in 2010.</li> <li>2. Incorporate suggestions into plan that will include diversification of funding, increasing individual donations, special events, fully utilizing a donor database, and increased grant applications.</li> <li>3. Utilize plan to guide fundraising efforts for the year.</li> <li>4. Consider hiring staff/consultant.</li> <li>5. Review and revise plan for 2012.</li> </ol>	<p>Income side of budget is \$500,000</p> <p>Year 1 - 10% increase in funding by non-industry</p> <p>Year 2 - 20% increase in funding by non-industry</p>	Staff, Board, and Development Consultant	Size and source of income budget	5/2011 6/2012
Communication strategies will be aligned with fundraising efforts to ensure common messaging and clarity on how to donate.	<ol style="list-style-type: none"> <li>1. Ensure messaging points created by board are consistent with messaging points for raising funds.</li> <li>2. Use communication tools to demonstrate need for funds and clear mechanism for donating.</li> <li>3. Thank all donors in communication tools (list names in newsletters).</li> <li>4. Determine mechanism to demonstrate value of donation. What is the return on investment?</li> </ol>	10% increase in individual donations	Staff, Board, and Development Consultant	Number of individual donors	10/2011
A 35 <sup>th</sup> Anniversary Fundraising Drive will be developed.	<ol style="list-style-type: none"> <li>1. Create strategy for raising funds (consider matching grants).</li> <li>2. Develop clear messages and fundraising tools.</li> </ol>	\$35,000 raised	Staff, Board, and Development Consultant	Amount of money raise	4/2012