

Mission:

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

Vision:

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

Strategic Plan Objectives for Calendar Year 2019 – 2021

- I. GROW AND EFFECTIVELY MANAGE RESOURCES
- II. INCREASE CONSTITUENT ENGAGEMENT
- III. STRENGTHEN VOLUNTEER LEADERSHIP

Strategic Action Items

I. GROW AND EFFECTIVELY MANAGE RESOURCES

- A. Generate annual revenue of \$450,000 by diversifying funding sources.

Timeline: Q2 2019, Q2 2020, Q2 2021

Accountability: Board to adopt annual development plan and monitor performance – see plan for specific accountabilities for Board and staff

Resources: Annual Development Plan

Evaluation: Monitor performance to plan objectives

- B. Utilize scenario planning to develop financial models that include staff allocation as well as strategies/implications for reserve funds.

Timeline: April 2019, April 2020, April 2021

Accountability: Finance Committee

Resources: Sponsorship commitments, financial statements, historical – budget from previous years

Evaluation: Completion, presentation to Board

- C. Document critical operations knowledge and key procedures.

Timeline: January 2020

Accountability: Staff and Governance Committee

Resources: VHF Board/Governance Committee to share templates, framework, and expected goals/outcome

Evaluation: Approval by Governance Committee

II. INCREASE CONSTITUENT ENGAGEMENT

- A. Set and monitor annual engagement goals.

1. Set annual program/service delivery goals with objectives to ensure programs are focused with maximum ROI.

Timeline: Starting July 2019 and then annually
Accountability: Staff and Program Committee
Resources: Constant contact, program notes/evaluations, LGL, budget, and development plan, HTC staff
Evaluation: Annual program/service delivery goals and program objectives outlined.

2. Develop plan and utilize tool to improve how VHF measures/tracks constituent engagement.

Timeline: Start Spring 2019 with completion Fall 2020
Accountability: Staff
Resources: NHF, HFA, Constant Contact, program notes, LGL, program evaluations, development data, constituent survey, etc.
Evaluation: Completion, presentation to Board

B. Enhance storytelling and marketing materials.

Timeline: Start Spring 2019 and ongoing
Accountability: Staff
Resources: Money in the budget
Evaluation: Stories and materials are available for fundraising, marketing, advocacy, and outreach.

C. Develop volunteer program.

Timeline: Start January 2019 with completion January 2021
Accountability: Staff and program committee
Resources: Need volunteer training materials and more robust volunteer job descriptions, budget/funding
Evaluation: Volunteer program is defined, training expectations/goals outlined and implemented, and trained volunteers begin serving VHF. Survey yearly with focus questions to volunteers.

III. STRENGTHEN VOLUNTEER LEADERSHIP

A. Grow and diversify Board.

1. Develop plan for Board recruitment.

Timeline: Complete September 2019

Accountability: Governance committee

Resources: BoardSource and other similar resources

Evaluation: Annually to make sure completed plan is meeting identified goals

2. Increase Board size to 15 seats while diversifying Board composition.

Timeline: Do it over time, replace and then add 1-2 new additional folks per year until reach 15. Focus for new board members will be with diverse experience/demographics.

Accountability: Governance committee to present recommendations

Resources: Board engagement form and Board Matrix

Evaluation: Number of seated members. Will assess annually to develop plan/goal for the following year. 50% Board to have direct connection to hemophilia, Board to have business, legal, nonprofit expertise, development experience, regional and demographic representation.

B. Nurture culture of commitment and accountability with volunteer leadership.

1. Utilize Board engagement form.

Timeline: Evaluation and update form May 2019, sign by September 2019, and then annually.

Accountability: Board Chair

Resources: Completed engagement forms, staff communications

Evaluation: 2 x annually

2. Increase Board participation at programs and events.

Timeline: Ongoing. Recommended number of Board Members per event will be shared by December 1st of each year.

Accountability: Staff and Board

Resources: VHF Calendar of Events, Board engagement form

Evaluation: 2 x annually

3. Invest time in Board development/continuing education and onboarding.

Timeline: Summer 2019

Accountability: Staff, Board Chair and Board

Resources: Local nonprofit trainings, online webinars, trainings – Board Source, Bloomerang

Evaluation: New board member orientation implemented. Program and fundraising updates and education at every board meeting. One fundraising training per year. Board members to participate in at least one outside continuing education training every other year (i.e. VAFRE educational luncheon, online seminar).

4. Align committee descriptions & action plans with strategic plan.

Timeline: June 2019 and review annually

Accountability: Committee Chairs and Staff

Resources: Current committee descriptions and final strategic plan once completed.

Evaluation: Every committee has updated description and committee member roles if needed.