

## AHA 3-YEAR STRATEGIC PLAN Adopted 12-19-17

GOALS	STRATEGIES	OBJECTIVES	TACTICS (LEADER SUPPORT)
Ensure that AHA is a vibrant, thriving organization through <b>member recruitment and retention</b>			
	Increase current member retention	Maintain current membership at 160 (no net loss of members)	Membership Committee and staff
	Recruit new members	Increase Full Single members by 8 net new each year (96 in 2020)  Increase Full Household members by 4 net new each year (29 by 2020)  Increase Associate Members by 8 each year (80 by 2020)	Membership Committee, Board and Staff
<b>Finance</b> – Ensure a strong financial basis to enable AHA to continue providing services and social engagement opportunities to members, and assure adequate staffing			
	Increase annual revenue by growing the organization through 2020 (see specific membership goals above)	Increase annual revenue by 45%  Increase member revenue to 55% of total  Increase contributions each year (\$108,440 by 2020)  Increase revenue from events - Spring2Action, Benefit, Anniversary, other by \$2,000 each year (\$68,000 by 2020)	Finance Committee, Board and Staff

## AHA 3-YEAR STRATEGIC PLAN Adopted 12-19-17

GOALS	STRATEGIES	OBJECTIVES	TACTICS (LEADER SUPPORT)
		<p>Increase Member dues from \$550 to \$600, \$800 to \$850 and Associate dues from \$250 to \$300 in 2019</p> <p>Increase Planned giving initiative to receive \$1,250 more each year</p> <p>Beyond Gala, engage the Alexandria Business Community and raise \$5,000 in 2019 and \$7,500 in 2020</p>	
	<p>Increase expense budget to match organizational growth</p>	<p>Increase annual expenses to \$183,000 in 2020</p> <p>Retain 1.88 FTE staff</p>	
	<p>Maintain professional level financial reports and activities</p>	<p>Hire a part-time CPA/bookkeeper by January 2019</p>	<p>Board and Staff</p>
<p><b>Programs</b> - provide programs that enrich members' lives</p>			
	<p>Evaluate existing and retain successful social and educational programs</p> <p>Add new social and educational programs that increase participation</p>	<p>Increase member participation by 10% by December 2018</p>	<p>Program Committee Penny Roberts/Alan Dinsmore</p>

## AHA 3-YEAR STRATEGIC PLAN Adopted 12-19-17

GOALS	STRATEGIES	OBJECTIVES	TACTICS (LEADER SUPPORT)
		Increase interest groups by 2 in 2018	Program Committee
<b>Services</b> – Provide services that match members’ needs			
	Maintain ability to meet needs and requests of AHA members and plan for future needs	Short email survey of members - To be determined by Membership Committee	Membership Committee & staff
	Maintain and evaluate Buddy Program	Maintain a corps of at least 20 Buddies to assist members with short- or long-term needs	Member Services Subcommittee (Susan Pettey and committee) and staff
	Assist AHA members with medical visits		Member Services Subcommittee (Susan Pettey and committee) and staff
Continue to develop dynamic <b>leadership</b> for AHA			
	Strengthen Board participation and involvement  Incorporate leadership development in all Governance Committee activities	Board members attend at least 80% of meetings  Every Board member serves on at least one committee or work group	Governance Committee
	Strengthen committee and work group participation and involvement	Committee and work group members attend 80% of meetings	Each individual committee or work group (identify all)

## AHA 3-YEAR STRATEGIC PLAN Adopted 12-19-17

GOALS	STRATEGIES	OBJECTIVES	TACTICS (LEADER SUPPORT)
	Strengthen involvement of the Advisory Group	The Advisory Group meets at least quarterly, with 80% member participation	Governance Committee, AHA Board and Advisory Group
	Review and Update (as necessary) board procedures, by-laws, etc.	Report reviews to the Board at least annually	Governance Committee
Assure sufficient <b>Organizational Capacity</b> for AHA to continue to meet the needs of its members			
	Increase volunteer recruitment and retention	Add 20 new volunteers for a variety of roles	Volunteer Committee
	Conduct an annual assessment of organizational capacity needs based on current number of members and identified needs	One assessment annually	Finance Committee and Board
	Assure sufficient staffing (see Finance Goal above)		
Develop a <b>Communications Strategy</b> that promotes AHA to its members, volunteers, friends and the general public			
	Create a comprehensive communications strategy for AHA	A comprehensive plan is created	Staff and Board

*This is a 3-year plan and specific tasks to meet these goals have been proposed within each goal area and will be monitored by the Board on a monthly basis. Volunteers interested in becoming involved in helping us achieve these goals are encouraged to contact any board member or AHA staff member for more specifics on those tasks.*