**CDA Strategic Plan**

As revised November 2014

**Mission:** Helping Our Members Flourish

**Finance Goal: Assure organizational sustainability**

**Objective 1: Increase non-dues revenue by 6% annually**

1.1 Create new sources of non-dues revenue
1.2 Increase member awareness and utilization of existing revenue generating products and services
1.3 Offer revenue generating products and services to new markets
1.4 Optimize price of products and services

**Objective 2: Target reserves at 85% of total CDA operating expense and not fall below 70%**

2.1 Continue, modify, eliminate or add all programs and services using established criteria

**Membership Goal: Increase member loyalty and investment**

**Objective 3: Market share will equal no less than 70.6% in 3 years and retention of dentists as they transition to full dues paying members will equal no less than 75%**

3.1 Ensure the membership model and services are flexible enough to respond to the changing practice environment and demographics
3.2 Develop and implement recruitment and retention strategies that are based upon drivers identified by the data
3.3 Make it easy to join and renew

**Objective 4: The loyalty index will equal no less than 13% for “loyal” and 34% for “favorable”; and no more than 47% for “vulnerable” and 6% for “at risk”**

4.1 Reinforce member loyalty and encourage referral of new members
4.2 Provide sufficient, meaningful and inclusive volunteer opportunities
4.3 Be the leaders in promoting and advocating for the oral health of all Californians
4.4 Align organizational activities and policies with members’ key interests
4.5 Increase loyalty of “at risk” members
**Organizational Goal: CDA’s capacity will be sufficient to meet the needs of our members**

**Objective 5: Mechanisms will be in place to consistently provide a core level of value to every member**

5.1 Validate members’ expectations of core services

5.2 Develop delivery systems that ensure those core services are available to every member

**Objective 6: CDA’s decision-making process will facilitate the delivery of high quality member services in a timely and effective manner**

6.1 Review and ensure CDA’s governance structure facilitates implementation of the strategic plan and is efficient, cost effective and meets organizational needs

6.2 Leadership selection and development that ensures volunteer leaders have the skills and diverse perspectives that enable them to achieve organizational goals