



# 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
- 4.1 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