CDA Strategic Plan
As revised November 2016

Mission: Helping Our Members Flourish

Finance Goal: Assure organizational sustainability

Objective 1: Increase non-dues revenue by 6 percent 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 percent of total CDA operating expense and not fall below 70 percent

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 percent in 3 years and retention of dentists as they transition to full dues paying members will equal no less than 75 percent

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 percent for “loyal” and 34 percent for “favorable”; and no more than 47 percent for “vulnerable” and 6 percent 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