

Alabama Public Health Association
American Public Health Association
Strategic/Business Planning Template

I. Organizational Aim

A. Purpose/Mission: the fundamental reason your organization exists

Suggestions:

1. Why is this work important to you?

We want to be the “key resource on public health issues and policy in Alabama”

2. Put a human face on your work –

- a. *Whose lives are you impacting*

“A broad and diverse membership of citizens and organizations”

- b. *Who directly benefits from your work*

The “association of individuals and organizations interested in public health.”

B. Operational Mission: Measurable 3-5 year goals

1. *To develop organization structure to ensure the administrative continuity of the Association through a new Executive Officer and increased financial status.*
2. *To expand membership of the Association from 500 to 1000 members.*
3. *To become the public health education, information, and policy clearinghouse in Alabama through a central database and marketing of training and position papers.*
4. *To establish leadership in the formulation and advocacy of public health policy in Alabama. (5+ year goal)*
5. *To be recognized as the organization that links individuals and organization in addressing public health issues in Alabama. (5+ year goal)*

C. One Year Goal: measurable one year goals

1. *Establish an Executive Officer position to serve as a continuous contact point.*
2. *Establish a membership database with all contact information.*
3. *Survey members on their views and interests in the Association and its future.*

D. Guiding Principles or Values

II. Situation Analysis

A. Customer Needs: Who do you serve and what do they need?

- a. *Currently, we serve almost exclusively ADPH employees across the state.*

- b. *There is a great need for continuing education in specific fields and a basic level of public health training across all disciplines.*

B. Competition – Strengths and Weaknesses: Who else serves the same people and what are their strengths and weaknesses

- a. *ADPH also provides trainings, but is not a competitor. ADPH has a much greater presence in Alabama with name recognition, authority to act, etc.*

b. *Other policy groups include Alabama Arise, Alabama Policy Institute, and possibly others.*

C. Your organization strength and weaknesses

- a. We have decreased in numbers and strength over the past few years. ALPHA used to be an organization of interest to public health workers across the state, including Jefferson County and Mobile County health departments. The conference was double the current size and a fun and popular place to network.
- b. It seems that one strength is that there are still lots of people who remember the old ALPHA and could support it in bringing it back. Unfortunately, we also have those who remember the problems of the past and struggle to move forward.

D. What's unique about your organization

We are the only organization in our state that:

Represents government public health professionals (to whom do we represent them?)

E. What are your top 4 Marketing Opportunities:

What are the best ways to communicate to the people you serve

Global emails would be best through state and local health departments. Our newsletter is sent to those we have addresses for (not many?). Our website could be used to improve communication if we are confident people check it regularly (survey question).

What are the best ways to motivate the people you serve to take the actions you would like them to take?

It depends on the action. To come to the annual conference, there is somewhat a set group of folks who need to go for training/CEU opportunities and so they are encouraged/required to go based on their job. Others may come just out of interest from a specific topic at the conference.

What other actions have we asked members to take in the past??

F. What are your top 4 Service Opportunities

ie training, education, advocacy (be specific – what and for whom)

1. Training and education for ADPH employees. Our conference is open to others as well, but is not attended by many.

2. Advocacy: we have developed position statements on specific issues. *Who are these distributed to??*

3. We underwrite conferences and trainings by request...

G. What are your top 4 Funding Opportunities

ie dues, grants, fees, corporate donors

1. Primarily annual dues: Individual Dues: \$24.00, Corporate Dues: \$350.00, Student Membership: \$5.00

2. Our individual dues from ADPH employees are drafted directly by payroll at \$2/month.

H. What are your top 4 Internal Challenges

ie resources, infrastructure, membership, etc.

1. Infrastructure: need for staff to carry out basic administrative duties.
2. Membership: need to membership roster with complete details
3. Resources: need to increase funding, but there are concerns with increasing individual fees

I. What are your top 4 External Challenges

I.e. Economic climate, other political priorities, Misconceptions about health, etc

1. *Organizational culture: It may not be appropriate for ALPHA to be so integrated with ADPH. With almost exclusively ADPH employees on the board and holding membership, the organizations have too many ties. This both decreases the credibility of ALPHA and puts a strain on ADPH when its employees use staff time to complete the work of ALPHA.*

III. Key Result Areas: *What do you need to excel at to achieve your goals?*

A. Examples are: Fundraising, Board Development, Marketing and Communication, Educational Initiatives for your members, Public Health Initiatives for your state, Policy Initiatives, Organizational Infrastructure

1. *Organizational Infrastructure is of utmost importance to the Board at this time. We feel that leadership is implicit in our board; however, administrative support for membership, finances, minutes, etc. is greatly needed. The hope is to also have more staff eventually, but right now we are solely looking at a part-time Executive Officer position.*
2. *Educational initiatives (the annual conference) is our primary activity each year and to put this on hold to develop other areas could greatly impact our already fragile reputation. This conference must keep going, although it takes up the majority of our time, while we build infrastructure and increase membership.*

B. Key Result Areas should be prioritized and Team leads should be identified for each key result area

C. Each Key Result Area should have:

1. Objectives: Specific measurable goals for one year
2. Strategies for each objective
3. Next Actions for each strategy with person responsible and completion date.
4. Each Key result area should have a budget estimate for Business Planning purposes

D. Key Result Area progress should be tracked at Board meetings to either confirm they are on track or to determine what is required to get them on track.

(See attached template for tracking and accountability of Key Result Areas)

E. Key Result Areas should be updated every year

IV. Disengagement Strategies: What do you need to stop doing to achieve your goals