



**Renewing
The
Arkansas Public Health
Association**

2009 - 2012 Strategic Plan

November 2009

*Funded by:
American Public Health Association
Pfizer Public Health Group*

Arkansas Public Health Association 2009 – 2012 Strategic Plan

Dear Members and Friends of APHA:

The Arkansas Public Health Association is pleased to present the 2009 – 2012 Strategic Plan. This living document will guide the Association through the next three years and will serve to focus our organization's efforts.

I want to thank the members of the Executive Council as well as individuals representing the 2009 – 2010 conference committees for their efforts and dedication to seeing this process through to completion. Whether attending in person, or providing comments in writing, this plan is a product of our thoughts and ambitions for the Association.

The planning process was supported by a grant from the American Public Health Association and Pfizer Public Health Group. This grant enabled the strategic planning group to meet with a facilitator, Lee Clark, who led the members through a structured process to produce this final report.

Finally, I want to encourage all members to read the report and consider how you might use your talents and abilities to help move the association forward. The time has come to make our dreams a reality.

Get involved. Make a Difference.

Sincerely,

Arlene Rose

2009 - 2010 President, APHA

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Plan for APHA Renewal

Since it was organized in 1947, the Arkansas Public Health Association has long represented the needs of public health in the state. There were 218 charter members who supported the original Constitution and By-laws that were adopted on November 22, 1947. The Arkansas Public Health Association was the twenty-sixth State Public Health Association to be organized.

The Association's rich history has included an active statewide membership, advocacy efforts on behalf of public health, and communication of issues and concerns. However, declining financial support, decreasingly active members and waning advocacy efforts have caused officers and members to recognize a need to renew the group through a more focused and strategic effort.

Out of this recognition has come this strategic plan for 2009 – 2012. Over the next three years, the association will focus on:

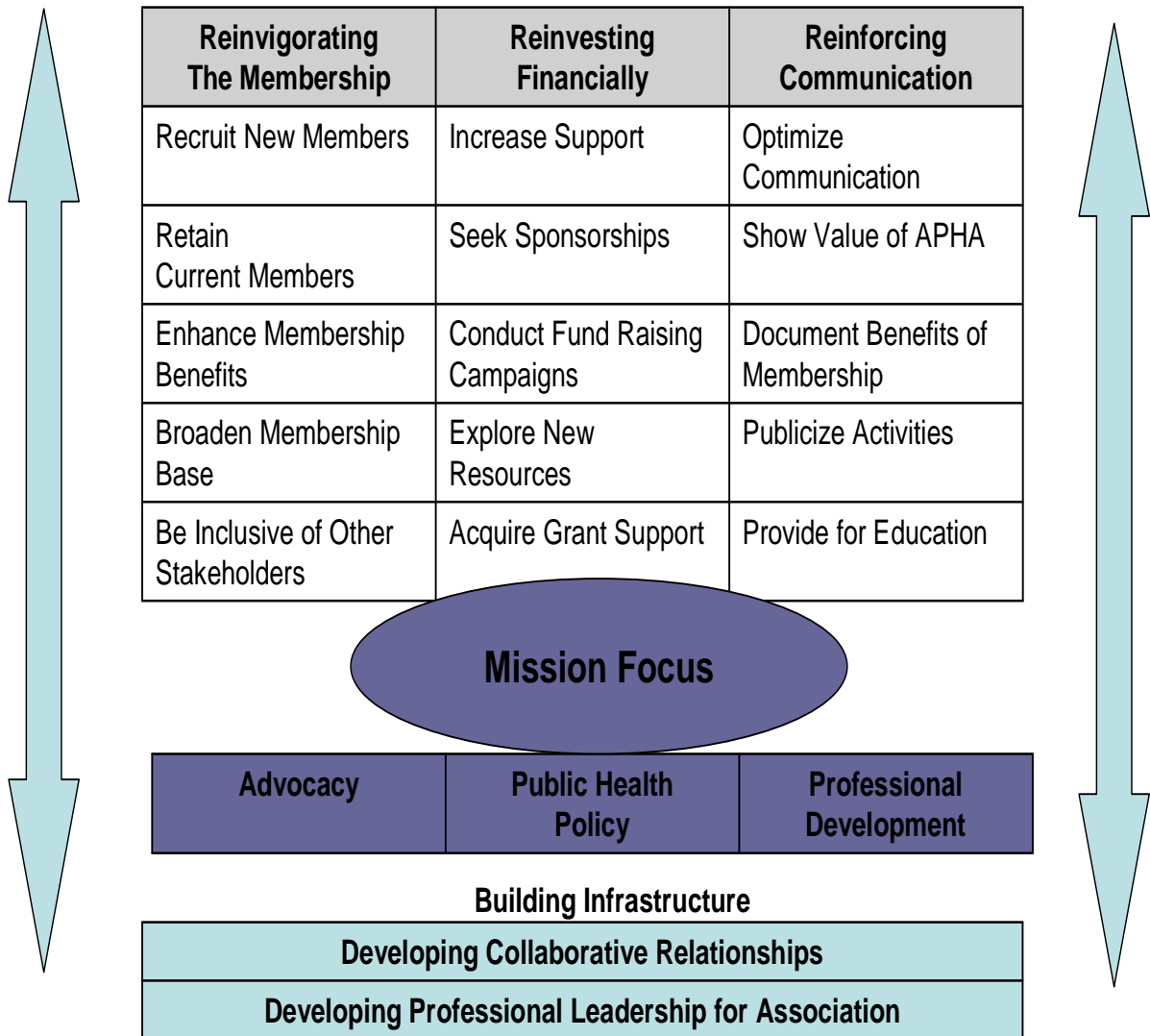
Reinvigorating the Membership

Reinvesting Financially in the Association; and

Reinforcing Communication on the Public Health Mission.

Concurrent with these activities, the mission concerning advocacy, policy and professional development – along with building collaborative relationships with external partners -- will help the association build its infrastructure. This will ensure the association is positioned to emerge as a revitalized public health leader.

A Plan to Renew The Arkansas Public Health Association



Reinvigorating the Membership

A strong and active membership is the lifeblood of any organization. Through periods of declining attendance at the annual conference, recent economic challenges, and employee attrition from the Arkansas Department of Health, the association has lost members who have been in active and have had robust roles within APHA. The planning committee has identified several objectives for attracting new members and retaining current members. The chart below details those objectives.

Objective	Actions	Who	When	Success will Look Like
Contact Current Members	Letter, website, online, email distribution	Secretary/Membership Committee	Once a Quarter at a minimum	Distribution List Same and regular contact
Encourage Payroll Deduction for all members	Send letter to all members	Secretary	2010 - 2012	Note in newsletter and e-mail
Update Membership application/brochure	Review, print and make new membership application and brochure available online	Membership committee, list sections, professional	2009 - 2010	New application/brochure will be distributed and available online
Select APHA County Advocate to disseminate information on APHA	Encourage presence at community coalitions and report to secretary	Membership Committee	2010 - 2012	Presence at coalition
Orient new members	Provide orientation for new members at annual meeting and at 6-month intervals	Membership Committee	Biannually	New members who participate on committees
Recruit new members	Identify organizations that have public health function/role	Membership Committee	2009 – 2012	Membership will increase

Conduct membership drives	Staff booths at schools, colleges, conferences, and public health events	Membership Committee	Biannually	Membership will increase; student membership will increase
Disseminate information to new members	Send welcome to APHA letter; Provide peer-to-peer support/match with	Membership Committee/Public Relations Committee	Quarterly	New members will be knowledgeable of APHA functions and will participate in outreach efforts
Invite inactive members to renew membership	Review and update previous membership rosters and send invitation letter to renew membership	Membership Committee	2010 - 2012	Inactive members will renew membership
Orient current membership	Provide orientation for current members at annual meeting and at 6-month intervals	Membership Committee	2010-2012	Members will become active in committees
Reinstitute membership challenge/incentive system	Current members to recruit X number of new members and receive incentive	Membership Committee	2010- 2012	Membership will increase
Use email listserv from various agencies to disseminate membership information	Email	Membership Committee	2010 - 2012	Membership will increase

Reinvesting Financially

The Arkansas Public Health Association has long relied on attendance to the Annual Conference to support its activities and ongoing budget. With attendance declining over the past three years, the association has not enjoyed the level of financial support to fully conduct its mission. The following objectives were drafted to address the financial support.

Objective	Actions	Who	When	Success will Look Like
Review dues structure to make them comparable to like organizations	Collaborate with Membership committee to research	Membership and Finance Committees	2010 - 2011	Dues in line with other organizations
Restructure Dues/Sponsorship according to Levels: 1. Corporate/Business 2. Individual 3. Retired 4. Student	Contact with National Organization to research what other organizations are charging. Look at other state-wide organizations for rates.	Membership/Finance/Exhibit Committee	2009 - 2011	Increased membership of persons and organizations outside ADH. Plan developed and implemented by May-2011
Revamp the APHA Convention Corporate Sponsor Rates	Review comparable meetings.	Convention Committee	2010 - 2011	Increased Participation from Corporate providers, sponsors.
Audit Books by Independent Auditor	Hire independent auditor	Executive Council	Yearly	Compliance with IRS rules and regs/APHA Policy and Procedure
Implement new membership campaign	Work with Membership Committee	Finance/Membership Committee	2010 - 2012	Increased membership of persons and organizations outside

				ADH.
Collect dues using online resource and automatic withdrawal options.	Research options and work with website administrator	Finance Committee rep with website administrator	2010 - 2011	Continuous revenue stream for organization with automatic renewal.
Encourage ADH commitment of funds for sponsorship of annual meeting well in advance.	Meet with ADH representative(s) to identify commitment levels	Executive Committee designee(s)/ ADH representative	2009 - 2012	Communicate ADH support to membership no later than Feb of each year
Research, write and submit grants	Involve members with contract writing expertise; Develop list of APHA grant writers from membership	General Membership Sub-committee of Finance to oversee	2009 - 2012	Increased Revenue
Raise Continuing Education (CE) Fees for Annual Meeting for those attending	Decide on amount	Finance/Annual Meeting Committee	2010 - 2011	Increase fee structure by 2011 Annual Meeting.
Conduct fundraising Events 1. Brunch Membership Drives 2. Regional Wine and Cheese Meetings over Issues.	Work with corporations, hospitals, care delivery systems to buy tables/sponsorships and to obtain speakers	Finance Committee/Executive Committee/APHA Membership Steering Committee	2010 - 2012	Increased awareness of APHA activities engaged in throughout the State.
Research online software for financial info and create a database	Research vendors	Finance Committee	2010	Automated financial system.

Designate website ads fee structure	Research costs/best practices	Finance Committee	2010- 2011	Ads will produce more funds for APHA activities
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Reinforcing Communication

Objective	Actions	Who	When	Success will Look Like
Develop communication strategies for recruitment	1. Conduct focus groups or survey monkey to gather and test strategies 2. Develop audiovisuals	Public Relations Committee	2010	1. Materials will clearly communicate the benefits of APHA 2. Membership will increase
Assess if funding is available to support ADH Health Marketing services	Determine how ADH Health Marketing can be reimbursed for services	Public Relations Committee/ ADH Health Marketing	February 2010	Dollars will be identified to support research and design services
Update APHA website	Develop website to link with other partners and groups including COPH, ACHI, etc.	Public Relations Committee Webmaster	2010-2012	1. Nicely revamped website to include general and newly developed information 2. Will include linkages to other partners and organizations
Develop PowerPoint that outlines leadership roles and communicate to members	1. Gather information from section chairs 2. Develop segmented messages	Public Relations Committee	April 2010	1. PowerPoint will be a slick presentation with leadership roles clearly defined 2. Can be easily downloaded and/or emailed

Communicate value and benefits of membership and publicize sections	1. Develop jazzed up communication tool 2. Disseminate to members, all ADH, potential partners and the legislature.	Public Relations Committee	2010 – 2012 Quarterly	1. A consistent message will be communicated to motivate persons to join APHA 2. Membership will increase
Disseminate APHA newsletter	Develop newsletter	Public Relations Committee	Quarterly	Newsletters will be available online and will be distributed once/year in hard copy form to members
Develop mechanism to email membership with Association updates/alerts	Research web tools	Public Relations Committee	Quarterly	Electronic distribution of information will keep members informed of on-going efforts
Set up APHA email address	Advertise email address on all materials and website	Public Relations Committee	2009	Address posted on all communication materials

Revitalizing Advocacy, Public Health Policy and Professional Development

Arkansas Public Health Association's mission and purpose supports public health Advocacy, Public Health Policy and Professional Development of its members. The Association will revitalize these efforts by communicating the value of the Association and working collaboratively with other public health organizations to further advocacy efforts, supporting public health policy issues, and using the annual conference as a means to enhance professional development of its members. This strategic plan offers the opportunity for the Association to work closely with national, state, and local leaders to promote policy and education of the community and its members.

Advocacy

The group then brainstormed about issues around Advocacy. These were identified:

- Power in Numbers
- Need to establish a presence
- Communication with membership and provide guidance
- Coordinate and communicate with American Public Health Association and affiliates
- Develop a legislative agenda for the organization
- Coordinate with other non-profits
- Be active in coalitions
- Provide advocacy training for membership
- A resolution is needed for advocacy and timing of annual meeting is too late – change in by-laws
- Sustainability of efforts
- Financial resources to support
- Hold an advocacy event
- Have APHA representatives on HHI coalitions
- Advocacy = Recruitment opportunity
- Organize for advocacy
- Early Preparation for legislative sessions
- Advocate with Governor's Office
- Board of Health relationship – strengthen presence in APHA
- Outreach vs. advocacy
- Volunteers
- Research and author white papers – be an expert

Refocusing on Collaborative Relationships

Developing collaborative relationships with individuals and organizations that support our public health mission is critical in securing our place as public health experts in the field. Not only will collaborative relationship benefit APHA, but it will benefit other organizations by focusing on what each organization does well. Developing effective collaboratives will also help to ensure the financial sustainability of the Association.

Revamping the Professional Leadership of the Association

Since the Association's inception, volunteers have supported the organization's functions. This has, to a great extent, compromised the ability of the Association to function outside the parameters of the organization in which many members are employed. In order to make significant progress as a non-profit organization and to be viewed as a self-sustaining entity, it is essential that the Association begin to lay the foundation to hire a volunteer, or support a part-time or full-time employee. This employee will serve as the Executive Director and will become the "face" of the Association. Having professional leadership in place will help promote the Association's legislative, policy, and advocacy efforts, and our fundraising agenda. Professional leadership will receive oversight and be guided by the APHA Executive Council and/or Executive Committee.

Executive Director

The group then discussed the position of Executive Director and issues related to its creation.

The following are the issues identified:

Definition of Duties

- Advocacy
- Fund Raising / Grant Writing
- Recruitment
- Board oversight with a clearly stated relationship to the Board
- Communication -- Internal to the association and External
- Conference Planning
- APHA Policy and Procedures

Other Issues

- Bonding and Liability
- Board Oversight and Performance Feedback
- Flexibility
- Employee OR Contract
- Part time vs. FTE
- Need for an "office" OR work from home
- Professional Development
- Feasibility
- Budget – Salary and Fringe/ Equipment, Supplies, Phone / Travel
- Policy and By-law conflicts
- Search Committee
- Job Description/Qualifications/Develop Tenets fro post, with vision, goals and objectives
- Conflict of Interest
- Incentive Pay with base and percentage for fund raising
- Time Frame for moving forward

Additional research needs to be conducted. The Southern Health Association has a job description, and the American Public Health Association and the affiliate group can be a resource. Compensation will have to be designed. The group noted the need to define this as a long-term, stable position to enhance recruitment. It was also noted that hiring this position will change and transform the association.