



LONG-RANGE STRATEGIC PLAN

Altrusa International

District Nine

2021--2023

VISION

Leading to better communities throughout Texas (2013)

MISSION

Altrusa International District Nine provides **CLARITY** through guidance in leadership development and direction for membership growth; promotes **INCLUSION** by supporting its Clubs' service projects, fund-raising, and recruitment efforts; and fosters **FLEXIBILITY** by encouraging Club development while protecting the integrity of the Altrusa brand. (2021)

GROWTH AND STABILITY DEVELOPMENT PLAN:**MEMBERSHIP**

Objective	Goals & Strategies	Plans
Increase the stability and growth of District Nine	1. Create a vision for growth and stability through mentoring clubs and Altrusans with membership development programs through use of growth models and Membership Action Teams.	1. Expand clubs' engagement with other organizations and partners to build community relationships that build awareness of Altrusa and its opportunities for service promoting at least one project each year in partnership with another organization for every club.
	2. Maintain member retention at 85 percent.	2. Actively expand the circles of influence in communities for development of diversity in service and membership.
	3. Increase the level of membership in the District by 25%.	3. Coordinate with a membership chair for each club on all District growth model initiatives.
	4. Create Vitality inspiring expansion and growth in all clubs with specific membership goals by club with Membership chairs designated in every club.	4. Provide targeted system or processes for clubs of all sizes to accelerate growth with urgency through connections and mentoring by Membership leaders.
	5. Establish a fitness measurement for use in membership development with a scoring for every club's fitness level and the beginning and end of the bienniums.	5. Form one or more new ASTRA Clubs within the District through encouragement for each Club to appoint an ASTRA Coordinator/Chair and embrace ASTRA as Club project. Implement District ASTRA Awards.
	6. Target two to four markets for development of affiliate Altrusa membership as a start for new club development aiming for at least one new club in this biennium.	6. Educate members on the basic tenets and policies/procedures of Altrusa so Altrusans eagerly engage becoming more stable and prepared to invite guests to participate.
		7. Expand the reach of Altrusa into new markets through active engagement with affiliate members for potential growth of new clubs.

GROWTH AND STABILITY DEVELOPMENT PLAN (cont.):
COMMUNICATIONS

Objective	Goals & Strategies	Plans
Facilitate effective and efficient means of communications within the District	1. Standardize communication processes and archival of documents for the District.	1. Facilitate archive capabilities online for all of the District in one location.
	2. Build a team for communications and marketing tools.	2. Build a communications calendar for District downline and upline communications.
	3. Standardize the format and regularity of communication for ease of reference and access.	3. Resources for training and consultation for clubs to utilize for technology and formatting communication.
		4. Implement a social media calendar for the District.

GROWTH AND STABILITY DEVELOPMENT PLAN (cont.):

LEADERSHIP DEVELOPMENT		
Objective	Goals & Strategies	Plans
Develop a pipeline of strong Altrusa leaders with succession planning at all levels as a goal.	1. Work with Membership Committees to implement growth Model (1) programs for stability and orientation.	1. Encourage attendance at Conference/FLE/Convention.
	2. Develop clarity on how to contribute at the District and International levels through programs in orientation and committee development to address specific tasks and engaging clubs for feedback.	2. Improve development opportunities at Conference and FLE.
	3. Build and strengthen clubs with regional workshops and development seminars for board members at the club level.	3. Offer opportunities for members to be more involved on the District level through Committee projects and ad-hoc assignments.
	4. Recognize the Presidents with major accomplishments during their tenure.	4. Educate members on what kinds of positions are available at the District level, and encourage members who have not served at the District level to do so.
	5. Teach clubs how to adapt the DISTRICT NINE LRSP into a Club LRSP through workshops and technology support.	5. Train existing board members and interested members to be prepared to serve in all levels of leadership with development of job descriptions specific to clubs and the district board.
		6. Educate Altrusans in Club, District, and International bylaws and policies.
		7. Coordinate a review of each club's LRSP with a board member and the club boards in the first four months of the biennium.

GROWTH AND STABILITY DEVELOPMENT PLAN (cont.):
ORGANIZATION GOVERNANCE

Objective	Goals & Strategies	Plans
Maintain sufficient organizational structure and processes to manage and oversee financial resources and governance supporting program and objectives.	1. Maintain District reserves at no less than 6 months operating expense.	1. Evaluate the development of the District Budget and expense management for all accounts.
	2. Ensure Clubs have the tools needed to ensure financial stability in their organizational and charitable activities.	2. Utilize communications tools and conferencing when possible to reduce expenses.
	3. Provide assistance on governance through leadership assistance and BRR committee.	3. Educate Clubs on maintaining financial stability and assist all Clubs in forming and maintaining a foundation.
	4. Provide training opportunities for officers to assist with compliance on governance issues and promote continuity.	4. Plan the club visit schedule to minimize travel expenses with 50% of the club visits by zoom in each biennium.
		5. Appointment of BRR chair by Governor.

VISION DEVELOPMENT PLAN:**SERVICE**

Objectives	Goals & Strategies	Plans
Serve the needs of both our global and local communities efficiently and enthusiastically through support of International Objectives and assistance to clubs	1. Coach Clubs to develop an annual signature service project with 80 percent member participation.	1. Educate members on how to develop, implement, and incrementally improve a signature service project.
	2. Coach Clubs to execute a Make a Difference Day Project that is “literacy based” and public-facing.	2. Educate members on literacy and why Make A Difference Day projects are important as a statewide initiative in support of the International focus.
	3. Coordinate a needs assessment review by region or community to focus efforts of projects on needs specific to each community.	3. Encourage each Club to appoint an ASTRA Coordinator/Chair and embrace ASTRA as Club project. Implement District ASTRA Awards.
	4. Encourage all clubs to have a retreat or workshop to plan the year’s assessment of community needs and priorities in service.	4. Promote literacy in all aspects of serve as a District and International focus with a highlighted project for MAKE A DIFFERENCE DAY district-wide as we LEAD TO READ as a DISTRICT!
		5. Set up a Lead to Read program that has every club doing something to lead a segment of their community toward a higher rate of literacy for the general population or a special needs group of the community population.

VISION DEVELOPMENT PLAN (cont.):**FUNDING**

Objectives	Goals & Strategies	Plans
Create an environment of fundraising that is efficient and inclusive of all Altrusans at all levels	1. Coach all Altrusans on the development service projects for greater impact within their communities.	1. Educate and communicate the process of applying for grants through the International Foundation and other foundations.
	2. Coach all Altrusans on the value of building partnerships within their community to facilitate projects.	2. Create a team approach to fundraising at the District Level with a committee structure made up of the Fundraising Chair, the Foundation Liaison and Service Chair to address training on development of raising money to serve bigger and better.
	3. Stimulate participation in the awards submission process.	3. Teach clubs to maximize resources through partnerships between agencies and non-profits to address a community need.
	4. Assist with evaluation and development of fundraising at all levels.	

VISION DEVELOPMENT PLAN (cont.):**PUBLICITY**

Objectives	Goals & Strategies	Plans
Enhance the public image of Altrusa in major markets of the District	1. Coach clubs in the development of publicity plans for projects/fundraisers including use of social media and press releases etc.	1. Improve accessibility to forms and tools for use by clubs through District development of tools and promotion of accessibility.
	2. Coach Clubs to execute a Make a Difference Day plan for publicity that shows the significance of the need being addressed.	2. Provide major market support for themed projects similar to all clubs in the District.
	3. Coach Altrusans on how to present the mission and goals of their club to the public.	3. Create a team approach to fundraising at the District Level with a committee structure made up of the Fundraising Chair, the Foundation Liaison and Service Chair to address training on development of raising money to serve bigger and better.
	4. Coach Altrusans on way to build relationships as a source of support.	

VISION DEVELOPMENT PLAN (cont.):**MARKETING**

Objectives	Goals & Strategies	Plans
Enhance Altrusa's image and increase visibility	1. Increase the name recognition of Altrusa in the marketplace through investment in social media buys by District in support of local clubs.	1. Aggressively promote programs, initiatives, and events within local and statewide media, including social media. Utilize all available outlets.
	2. Improve the quality of marketing collateral and marketing/PR campaigns for District and Clubs.	2. Educate members and Clubs on how individuals and Clubs can contribute to the wider media campaign and how Clubs can create a local media campaign.
		3. Develop a process of coaching on the proper use of the logo for Altrusa and encourage its use on all correspondence, emails, press releases, etc.
		4. Educate the Altrusans on the symbolism of the elements of the logo so that they have an understanding of the organization.