

National Birth Defects Prevention Network

Strategic Plan

(A Working Document)

**Approved by the Executive Committee
February 15, 2006**

The National Birth Defects Prevention Network gratefully acknowledges the Centers for Disease Control and Prevention's National Center on Birth Defects and Developmental Disabilities for providing financial support.

The Preliminary Draft of Strategic Plan, dated January 29, 2006, was Presented to the Executive Committee at the 9th Annual Meeting, Arlington, VA

January 29, 2006

Hello Executive Committee:

The NBDPN Strategic Plan for 2006-2010 is a milestone effort for our organization. In the summer of 2004, NBDPN leadership met to discuss the need to plan for the future. Since that time, NBDPN working groups and teams have been focusing on gathering information, describing our organizational culture, evaluating products and services, and consulting with persons external to NBDPN.

The Strategic Steering Group and Advisory Council present a preliminary draft of the Strategic Plan. A shortened version of this draft is provided to the Network during the 9th Annual Meeting.

In Spring 2006, after approval from the Executive Committee, the final draft of this plan will be provided to the Network.

As the governing board of NBDPN, the Executive Committee will develop an implementation strategy, monitor progress, and evaluate results. I encourage you to think about ways to engage the Network as we move from development of the plan to implementation. Much of Bedpan's work is done in committees and small teams. We need the creative energy in our membership!

Carol Stanton
2006 President, NBDPN

2005 NBDPN Strategic Planning Groups

The Strategic Steering Group

Marcia Feldkamp (UT) President 2005
Carol Stanton, (CO) President elect 2005
Amy Case (TX) Secretary-Treasurer
Kim Hauser (FL) Member at Large
Russell Kirby (AL)
Jane Correia (FL)
Robert Meyer (NC)
Cara Mai (CDC)

The Strategic Advisory Council:

Lowell Sever (TX)
Russel Rickard (CO)
John Meaney (AZ)
Mark Canfield (TX)
Ann Phelps (TX)
Sam Viner-Brown (RI)
Charlotte Druschel (NY)
Phil Cross (NY) Pres elect 2006
Glenn Copeland (MI) Member at large 2006
Leslie O'Leary (CDC)
Larry Edmonds (retired - CDC)

Consultant:

Pat Richter, Director
PRQuickhelp Nonprofit Consulting
Mt. Vernon, New York

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Executive Summary:

The National Birth Defects Prevention Network's Strategic Plan for 2006-2010 continues and refines the prior focus areas of birth defects surveillance, prevention and research but also recognizes the importance of stewardship and sustainability. Activities planned to support each objective take into consideration government efforts, opportunities for impact, resources, and measurement strategies. Each objective is approached through a variety of strategies, including prioritization of member contributions, capacity building, revenue diversification, outcomes measurements, marketing, and responsiveness to validated member needs.

The consultant identified key questions for NBDPN to consider as it matures as an organization:

- What is the utility of a broad mission versus a narrower mission?
- To what degree is NBDPN a membership organization, a government partner, or a mission oriented freestanding nonprofit?
- What procedures are in place for evaluating the mission, products and services?
- What are the pros and cons of an all-inclusive membership?
- What actions can the Network take to increase its attractiveness to revenue sources?
- What steps can the Network take to insure vibrant leadership and membership?
- How can NBDPN insure compliance with responsibilities as a nonprofit?

National Birth Defects Prevention Network

Strategic Plan for 2006-2010

Mission:

The mission of the National Birth Defects Prevention Network is to establish and maintain a national network of state and population-based programs for birth defects surveillance and research. The Network assesses the impact of birth defects upon children, families, and health care; identifies factors that can be used to develop primary prevention strategies; and assists families and their providers in secondary disabilities prevention.

To fulfill its mission, the Network pursues the following goals:

- **Improve access** and application of information about the prevalence and trends of birth defects
- **Increase collaboration** between members within the birth defects community
- **Advance science** through birth defects surveillance and its application to public health efforts and resource allocation

Vision: Birth defects surveillance advances science and its application to birth defects prevention.

Background:

The National Birth Defects Prevention Network, a membership organization founded in 1997, became a 501 (c) (3) nonprofit organization in September of 2000. The Network's leadership, recognizing the importance of long range planning, began preliminary research activities in 2004. Work continued through 2005. When resources became available in November 2005, NBDPN hired a consultant to further the process of strategic planning and to assist in the development of a five-year Strategic Plan. Through this planning process, the Strategic Steering Group and Advisory Council (as delegated by NBDPN's Board of Directors, the Executive Committee) determined **what** the Network intends to accomplish and **how** the Network and its resources will be directed toward accomplishing these goals over the coming months and years.

Planning was accomplished through conference calls with the consultant and the Strategic Steering Group¹, and ongoing communication with the Strategic Advisory Council². Historical documents and the results of prior NBDPN committee work were shared with the consultant, who also completed eleven interviews with NBDPN members. Additional assessments, evaluations, and research were conducted as necessary. The evaluation process included clarifying the mission and developing a vision statement.

¹ Marcia Feldkamp, Carol Stanton, Amy Case, Kim Hauser, Russell Kirby, Jane Correia, Robert Meyer, Cara Mai

² Lowell Sever, Mark Canfield, Ann Phelps, Sam Viner-Brown, Charlotte Drushel, Phil Cross, Glenn Copeland, Russel Rickard, John Meaney, Leslie O'Leary, and Larry Edmonds. This group included prior NBDPN officers, current committee chairs, incoming officers, and interested CDC colleagues

The Strategic Steering Group adopted guiding principles, or values:

- Share the workload
- Facilitate meaningful participation from all levels
- Focus on the big picture
- Integrate past work

Key Questions: Strategic planning improves the alignment between mission, programs, resources, and relationships. The consultant identified key questions for NBDPN to consider as it matures as an organization:

- What is the utility of a broad mission versus a narrower mission?
- To what degree is NBDPN a membership organization, a government partner, or a mission oriented freestanding nonprofit?
- What procedures are in place for evaluating the mission, products and services?
- What are the pros and cons of an all-inclusive membership?
- What actions can the Network take to increase its attractiveness to revenue sources?
- What steps can the Network take to insure vibrant leadership and membership?
- How can NBDPN insure compliance with responsibilities as a nonprofit?

Definitions: As there are many different working definitions of planning terms, a glossary of terms was developed (Attachment 1).

Strategy Retreat: On January 12 and 13, 2006, the consultant, Strategic Steering Group and Advisory Council held a one and a half day planning retreat in Atlanta, Georgia to finalize a draft of a strategic plan for review by the NBDPN membership. The consultant structured and guided the process, shared observations, and provided additional expertise in specific areas of interest. Four Strategic Steering Group members sat at tables represented by each of the four goals of the plan. Small teams rotated through each table. Everyone in attendance had an opportunity for input on each goal and objective. Each participant received a comprehensive notebook of reference materials to be used during the meeting.

The Goals and Objectives of the NBDPN Strategic Plan for 2006 - 2010

Goal I: Establish and support core program services and products that help the Network carry out its mission

Objective 1: Increase the knowledge, skills, and quality of member state surveillance programs³ each year through existing and new learning opportunities beginning 2006.

Objective 2: Improve standardization and quality of at least ____ state birth defects surveillance programs to enhance state planning and to provide additional surveillance-based datasets for research beginning in 2008.

Objective 3: Create products targeted to the general public, health care professionals, and policy makers on the primary prevention of birth defects and the prevention of related secondary disabilities (Attachment 2)

Goal II: Establish new partnerships and strengthen existing collaborations that increase the effectiveness of the Network.

Objective 1: Increase partnerships with national organizations⁴ to enhance reciprocal efforts, in 2007.

Objective 2: Support at least three collaborative projects⁵ bi-annually beginning in 2007.

Objective 3: Support dissemination of key findings and products to increase the visibility of the Network and to market its accomplishments.

Objective 4: Increase utilization of Network birth defects surveillance data by Federal and State agencies⁶.

³ Surveillance Programs include activities such as registry management, monitoring rates of birth defects, referral to services, epidemiological studies, and occurrence/recurrence prevention activities

⁴ National organizations include, but are not limited to, NCBDDD/EPG, ACOG, AAP, SBAA, MOD, FAS, TFAH, TIS, ASTHO, CSTE, genetics groups, parent/consumer groups, researchers, birth defects groups, disability groups, and health information management groups.

⁵ Projects may be focused on improving public health, surveillance, research, prevention-oriented interventions, and/or program evaluation and may include member organizations or other national organizations.

⁶ Examples include HRSA/MCH Board, Medicaid, CDC, CSHCNs, Dept of Ed, state and local health officials

Goal III: Create and maintain the optimal infrastructure to support the mission of the Network.

Objective 1: Improve structure and increase accountability of committees to support the Strategic Plan, in 2007.

Objective 2: Increase the number of Network members to ____ and the proportion of members who participate in Network activities to ____ by December of 2008.

Objective 3: Implement a dues-paying membership structure by December 2008.

Objective 4: Increase activities promoting the network to external stakeholders and states, in 2007.

Objective 5: Establish a formal process for documenting and storing Network information and archives, in 2007.

Objective 6: Secure, at minimum, a 20 hour per week consultant to support the day-to-day activities of the Network, by 2008.

Objective 7: Secure, at minimum, a 10 hour per month consultant to support the Network website and other information technology needs, by 2008.

Objective 8: Insure that the Executive Committee is aware of and complies with all regulations for 501 (c) (3) nonprofit organizations in 2007.

Goal IV: Create a diversified funding base to support infrastructure and core program services.

Objective 1: Develop an annual operating budget for the Network that includes expected revenue sources (in-kind and cash) and expenses, in 2007.

Objective 2: Secure at least \$25,000 annually in unrestricted funds beginning in 2009.

Objective 3: Increase attractiveness to funding sources by tracking outcomes and collecting evidence of the impact of Network activities, beginning in 2007.

Objective 4: Develop and implement a fund-raising event at the annual meeting that nets at least \$5,000 beginning with planning in 2006.

Implementation Process for the Plan

The Executive Committee (Board of Directors) will determine how best to delegate responsibility for the implementation of the Strategic Plan. It is expected that some members of the Strategic Steering Group, and the Strategic Advisory Council will be part of a new group that is charged with directing implementation. The Executive Committee (Board of Directors) will approve timelines for implementation, and be provided with progress updates as specified.

Glossary of Terms

Strategic Planning: The process of determining **what** an organization intends to accomplish (goals) and **how** it will direct its resources toward accomplishing these goals, usually over a defined time period. Strategic planning assumes that an organization must be responsive to an environment that is dynamic and hard to predict. The process is *strategic* because it involves choosing how best to respond to the circumstances of this dynamic, and sometimes hostile, environment.

Goals: What the NBDPN hopes to accomplish in order to realize its vision and fulfill its mission. Goals descend from, and are validated by, the vision. They are general and not always quantifiable, can be short or long term, and should be evaluated annually.

Objectives: Support the goals and provide more details. They answer the question: What will be done by when? Objectives are **SMART**:

Specific – pertaining to a certain task or program;

Measurable – quantifiable by date, outcomes, and responsibility;

Attainable – doable within the time prescribed and with existing constraints;

Results oriented – focused on short-term activities to gain longer-term goals; and

Time determinate – the time frame for completion is established.

Activities (also known as action steps, methods, or implementation plan): Outline the specific steps that need to be taken and tasks that need to be completed to accomplish the objectives by a certain time.

Current Products/Services of NBDPN		
Product/Service:	Led by:	Target Audience:
Annual Meeting	Annual Meeting Committee	Members
Annual Report	Publications, Communications, & Data Committee	Scientific Community
Birth Defects Prevention Month Packet Guidelines	Education & Outreach Committee	State Health Departments and Network Members
Website	SGSC	Network Members from State Surveillance Programs
Newsletter	CDC & Webmaster	Members, State Surveillance Programs, Others
Peer-Reviewed Journal Articles	Publications, Communications & Data Committee	Members
Committee Reports	Data Committee	Scientific Community
	Each Committee	Executive Committee (Board of Directors)

Possible Future Products/Activities of Network		
Product/Service:	Led by:	Target audience:
Annual Report	TBD	Potential funding sources, membership, partners, CDC
Annual member survey	TBD	Network members
Generic presentation about Network	TBD	National organizations interested in birth defects, potential members & partners
Policy Briefs	TBD	Legislators
White Papers	TBD	ACOG & AAP membership
Surveillance program standards/certification	TBD	Network State program Reps
Family referral systems	TBD	Network State Program Reps
Technical Assistance	TBD	Network State Program Reps
Abstractor certification	TBD	Network State Program Reps
Journal articles on primary and secondary prevention	TBD	Scientific community, public health administrators
Annual Committee Reports	Committee Chairs	Network members
Members Only area of NBDPN.org	TBD	Network members
Definitive Birth Defects Data/Information	TBD	Policy Makers, HCP, partner orgs
Query able on-line data	TBD	Members, State Surveillance Programs, policy makers, Researchers, HCP

Work Plan: NBDPN Strategic Plan for 2006 to 2010: Goals, Objectives, Activities

Goal I: Establish and support core program services and products that help the Network carry out its mission

Objective 1: Increase the knowledge, skills, and quality of member state surveillance programs⁷ each year through existing and new learning opportunities beginning 2006.

Activities:

- I-1.1 Increase knowledge about annual meeting attendees' home state, job responsibilities, and training needs.
- I-1.2 Continue to sponsor an annual meeting that provides workshops and interactive learning opportunities, tracking effectiveness⁸, for at least 150 network members.
- I-1.3 Continue to publish an annual report that applies data and information from Network member organizations to advance science and support the mission.
- I-1.4 Track number of states contributing data and year of last dataset beginning with annual report for 2006.
- I-1.5 Maintain and update the Guidelines for Conducting Birth Defects Surveillance to improve surveillance program's uniformity and data quality across the U.S. , in 2006 and continuing thru 2010.
- I-1.6 Maintain, update, and expand www.nbdpn.org to educate members and others working in the birth defects field⁹, tracking and reporting on activity, in 2007
- I-1.7 Evaluate benefits of a 'members only' area of website, in 2007.
- I-1.8 Develop technical resources and/or a state mentoring system for members to increase skills and knowledge of recommended practices, in 2008.
- I-1.9 Develop and disseminate through the website a document outlining minimum standards and activities of a surveillance program, in 2008.
- I-1.10 Implement a regular system to survey members about usefulness and quality of current products and potential new products in improving their knowledge and skills, in 2007.

Objective 2: Improve standardization and quality of at least ____ state birth defects surveillance programs to enhance state planning and to provide additional surveillance-based datasets for research beginning in 2008.

Activities:

- I-2.1 Define the core standards (e.g. timeliness, type of defects) and activities (e.g. rapid surveillance capacity, NTD prevention, data to action, referrals) of surveillance programs, in 2008.
- I-2.2 Provide a structure to evaluate interested state based programs through a SWOT analysis, a scoring tool, and application and communication of data, in 2008.
- I-2.3 Develop course content, regional workshop opportunities, and skills testing to certify abstractors¹⁰, in 2009.
- I-2.4 Develop course content, regional workshop opportunities and skills testing focused on referring services for families with a child with a birth defect, by 2010.

⁷ Surveillance Programs include activities such as registry management, monitoring rates of birth defects, referral to services, epidemiological studies, and occurrence/recurrence prevention activities

⁸ CEUs is a possible long term goal, depending on complexity of process and benefits to members

⁹ For example, add to the website an area to share state info, Frequently Asked Questions, query able datasets, more state information, and `white papers for AAP and ACOG

¹⁰ Computer based training will also be explored

Objective 3: Create products targeted to the general public, health care professionals, and policy makers on the primary prevention of birth defects and the prevention of related secondary disabilities (Attachment 2)

Activities:

I-3.1 Continue the provision of Birth Defects Prevention Month materials, examining effectiveness of current model of dissemination, format, and usefulness of materials to external users, in 2007.

I-3.2 Prepare, for publication, at least two articles bi-annually in peer-reviewed publications about primary prevention of birth defects and the prevention of related secondary disabilities annually, beginning in 2007.

I-3.3 Include at least one article on birth defects prevention in the NBDPN Newsletter, beginning in 2007.

I-3.4 Expand the Network's print and on-line resources that relate to birth defects prevention (occurrence and recurrence), in 2008.

I-3.5 Produce and disseminate at least one policy brief bi-annually on the importance of birth defects surveillance and secondary disability prevention, beginning in 2008.

I-3.6 Produce and provide to AAP and ACOG specific white papers focused on prevention, beginning in 2008.

I-3.7 Maximize the use of the Website in expanding Network offerings focused on prevention of birth defects and secondary disabilities, in 2007.

Goal II: Establish new partnerships and strengthen existing collaborations that increase the effectiveness of the Network.

Objective 1: Increase partnerships with national organizations¹¹ to enhance reciprocal efforts in 2007.

Activities:

II-1.1 Identify at least five national organizations that are of interest to the Network, by December 2006.

II-1.2 Contact a key decision maker within the organization to discuss similarities of goals and objectives, and identify areas for collaboration, in 2007.

II-1.3 Seek a commitment from partners for projects that are mutually related to the mission of NBDPN, and its partners, in 2007.

II-1.4 Develop and implement procedures for formalizing partnerships that includes an evaluation plan to re-assess the benefits of the partnership at least every two years, in 2007.

II-1.5 Communicate with all project partners annually, sharing results of joint projects and ways NBDPN supported the partners' goals.

Objective 2: Support at least three collaborative projects¹² bi-annually beginning in 2007.

Activities:

II-2.1 Continue to draft, publish, and disseminate the Network's Annual Report (with CDC), and applicable organizations, beginning with the 2006 Annual Report.

II-2.2 Continue to prepare and disseminate the Network's Annual Educational Packet, beginning in 2006.

II-2.3 Identify and implement collaborative projects on a national scale, in 2007.

¹¹ National organizations include, but are not limited to, NCBDDD/EPG, ACOG, AAP, SBAA, MOD, FAS, TFAH, TIS, ASTHO, CSTE, genetics groups, parent/consumer groups, researchers, birth defects groups, disability groups, and health information management groups.

¹² Projects may be focused on improving public health, surveillance, research, prevention-oriented interventions, and/or program evaluation and may include member organizations or other national organizations.

II-2.4 Identify ways to support member organizations on legislative, surveillance, research, and prevention projects beginning in 2007.

Objective 3: Support dissemination of key findings and products to increase the visibility of the Network and to market its accomplishments.

Activities:

II-3.1 Utilize the Annual Meeting as a platform to market the Network's accomplishments

II-3.2 Support at least one Network member to attend a national conference and present information about the Network, beginning in 2007.

II-3.3 Develop policies and procedures for press releases and disseminate three bi-annually, beginning in 2007.

II-3.4 Submit Network papers to peer-reviewed and health related journals bi-annually, beginning in 2007

Objective 4: Increase utilization of Network birth defects surveillance data by Federal and State agencies.¹³

Activities:

II-4.1 Identify key contact staff at Federal and State agencies, in 2007.

II-4.2 Make appointments to share mission and goals of the Network and provide samples of Network materials with the identified key staff, in 2007

II-4.3 Monitor the progress of birth defects indicators submitted to HRSA/MCH Board, beginning in 2007.

II-4.4 Collaborate on the development of birth defects indicators for Federal and State programs, in 2007.

Goal III: Create and maintain the optimal infrastructure to support the mission of the Network.

Objective 1: Improve structure and increase accountability of committees to support the Strategic Plan, beginning in 2007.

Activities:

III-1.1 Define the role and responsibility of the Executive Committee (Board of Directors); and determine which roles and tasks can be delegated to committees and other working groups, in 2007.

III-1.2 Determine the appropriate committee structure and the focus of each committee based on the mission of the Network and the Strategic Plan, in 2007.

III-1.3 Develop an annual work plan for each committee with Executive Committee input and approval and evaluate productivity, in 2007.

III-1.4 Support each committee to conduct annual self-assessments focusing on effectiveness of products and services in meeting the Network's mission, in 2007. (Emphasis is on outcomes rather than process evaluation)

Objective 2: Increase the number of Network members to ____ and the proportion of members who participate in Network activities to ____ by December of 2008.

Activities:

III-2.1 Develop a membership data base that can maintain an accurate count of members, members in leadership roles, financial status, and other information as required from a 501(C) (3), in 2008. .

III-2.2 Increase communications with state birth defects surveillance program directors to promote Network membership for themselves and their staff, in 2007.

III-2.3 Consider possible incentives that would encourage members to commit to leadership roles, in 2007.

- III-2.4 Define and name Network 'leadership roles' to identify potential opportunities, in 2007.
- III-2.5 Create defined workgroups or task forces within committees that focus on specific tasks or activities to provide meaningful roles for member participation, in 2007.
- III-2.6 Create and support leadership transitions in committees through a vice-chair structure; and similar leadership transitions for the Executive Committee, in 2007.

Objective 3: Implement a dues-paying membership structure, by December 2008.

Activities:

- III-3.1 Implement a membership structure to determine benefits and services that are perceived as valuable and that would encourage membership, in 2007.
- III-3.2 By the 2008 annual meeting, explore modifying annual meeting registration fees to differentiate between dues paying members and others who provide financial benefits for members.
- III-3.3 Determine dues amount and specific benefits for organizational and individual members that would retain as many current members as possible while providing revenue, in 2007.

Objective 4: Increase activities promoting the network to external stakeholders and states by January 2007.

Activities:

- III-4.1 Evaluate the need for a new NBDPN logo, in 2007.
- III-4.2 Continually assess and identify websites that could benefit from a link to the Network and pursue collaboration beginning, in 2007.
- II-4.3 Create Network promotional materials for sale at meetings, in 2006.
- III-4.4 Develop ideas to market products and services with the Network's vision statement, in 2007.
- III-4.5 Create a 'justification-case statement', annual report, and newsletter for use with sponsors, members, partners, and funding sources prospects, in 2007.
- III-4.6 Identify low cost advertising options to promote the Network, in 2007.
- III-4.7 Create and disseminate a generic PowerPoint presentation about the Network and its contributions to be used by members in promotion and presentations, in 2007.
- III-4.8 Improve the Networks webpage ranking on search engines, in 2007.

Objective 5: Establish a formal process for documenting and storing Network information and archives in 2007.

Activities:

- III-5.1 Conduct inventory of Network information and archives, in 2007.
- III-5.2 Identify specific information that should be in the possession of the Executive Committee (Board of Directors), in 2007.
- III-5.3 Develop and implement a policy for document retention in accordance with by laws, generally accepted practices, and requirements of a 501 (C) (3), in 2007.
- III-5.4 Develop and implement archive plans, in 2007.
- III-5.5 Establish a working fixed address for postal ground mail and correspondence, in 2007.
- III-5.6 Establish and maintain a basic and up to date membership database (while considering options once dues-paying is established), in 2007.

¹³ Examples include HRSA/MCH Board, Medicaid, CDC, CSHCNs, DOE, state and local health officials

Objective 6: Secure, at minimum, a 20 hour per week a staff position to support the day-to-day operations and activities of the Network, in 2008.

Activities:

III-6.1 Develop a job description for a staff or manager position to support the day-to-day operations, in 2007.

III-6.2 Determine and implement a supervision system for the staff position, especially as this relates to the Executive Committee, in 2007

III-6.3 Secure annual funding of \$50,000 to support the staff or manager position, by 2008.

III-6.4 Develop a contract and other personnel administration documents.

III-6.5 Conduct search and hire a staff or manager position to support the day-to-day operations in 2008.

Objective 7: Secure at minimum a 10 hour per month staff position to support the Network website and other information technology needs, in 2008.

Activities:

III-7.1 Develop a job description for a staff position to support information technology needs, especially the NBDPN website, in 2007.

III-7.2 Determine and implement a supervision system for the staff position, especially as this relates to the Executive Committee, in 2007

III-7.3 Secure annual funding of \$10,000 to support the IT and Webmaster staff position, by 2008.

III-7.4 Develop a contract and other personnel administration documents

III-7.5 Conduct search and hire a staff person for the Network to support IT and website needs in 2008.

Objective 8. Insure that the Executive Committee is aware of and complies with all regulations for 501 (c) (3) nonprofit organizations, by December of 2007.

Activities:

III-8.1 Develop financial policies that are consistent with IRS requirements per 501(c) (3) organizations, in 2007

III-8.2 Clarify the roles and responsibilities of the Executive Committee to insure that all legal and fiduciary responsibilities of the board are met, in 2007.

III-8.3 Complete IRS form 990 when revenues exceed \$25,000 beginning in 2006.

III-8.4 Develop and implement a 'conflict of interest' policy and disclosure sign-off for Network leadership, by December 2006.

Goal IV: Create a diversified funding base to support infrastructure and core program services.

Objective 1: Develop an annual operating budget for the Network that includes expected revenue sources (in-kind and cash) and expenses, beginning with January 2007.

Activities:

IV-1.1 Develop a business plan for NBDPN; and assess organizational needs, in 2007.

IV-1.2 Establish a finance oversight group, chaired by the NBDPN Secretary Treasurer, and includes a financial advisor, in 2007.

IV-1.2 Based on the business plan, develop NBDPN staffing needs that addresses the essential functions of the Network;, and that at least includes the functions of an Executive Director, Manager, IT-Webmaster, and administrative support, in 2008.

IV-1.3 Pursue the most economical methods possible for administrative and management expenses, in 2009.

Objective 2: Secure at least \$25,000 annually in unrestricted funds, by February of 2009.

Activities:

- IV-2.1 Based on a complete list of products and services, identify those that are best suited to derive support from unrestricted NBDPN funds, sponsorship, or grants, in 2007.
- IV-2.2 Develop a plan to encourage donations from individuals, in 2007.
- IV-2.3 Develop policy and an infrastructure that supports unrestricted income (includes dues, fees, profits from sales, etc), and includes the mechanism for financial transactions for products and services, in 2007.
- IV-2.4 Identify the advantages and disadvantages of negotiating a cooperative agreement or contract with the CDC, in 2008.
- IV-256 Develop fee based training opportunities and technical assistance services, in 2009.
- IV-2.6 Explore a fee-based certification program for birth defects surveillance programs and abstractors, in 2010.
- IV-2.7 Invest operating funds to gain maximum interest and maintain needed liquidity, beginning in 2006.
- IV-2.8 Investigate incentive programs that offer benefits and rewards for using business products or services (e.g. airfare and hotel rewards), and apply to Network business needs, beginning in 2006.
- IV-2-9 Maximize revenue from annual meeting by selecting economical locations and securing local sponsorship opportunities beginning with the annual meeting, in 2007

Objective 3: Increase attractiveness to funding sources by tracking outcomes and collecting evidence of impact of Network activities, beginning in 2007.

Activities:

- IV-3.1 Increase knowledge of Executive Committee about potential funding sources, what their interests are, what kind of support they provide, range of funding, and application procedures, in 2007.
- IV-3.2 Identify products, projects, and services that are attractive to different types of funding sources, in 2007.
- IV-3.3 Develop annual financial report (and facilitate an audit when assets are greater), beginning in 2007.
- IV-3.4 Develop the standard (three page) Letter of Intent (similar to a prospectus) for funding sources, in 2007.

Objective 4: Develop and implement a fund-raising event at the annual meeting that nets at least \$5,000 beginning in 2006.

Activities:

- IV-4.1 Sell branded (logo) items at annual meeting and through website, beginning in 2006.
- IV-4.2 Add revenue producing options to the NBDPN social event (e.g. golf tournament, silent auction) IV-4.3
Institute a raffle at annual meetings, beginning with the 2007 annual meeting.
- IV-4.4 Identify and recruit a celebrity speaker (such as for a dinner or lunch event), in 2009.