

# AMERICAN FRIENDS OF ALYN HOSPITAL

STRATEGIC PLAN  
Updated December 2022

# American Friends of ALYN Hospital

## - Mission Statement

AFAH is dedicated to improving the lives of children with disabilities worldwide through innovation and best-in-class treatments by:

- Growing the fundraising platforms allocated to ALYN Hospital.
- Raising awareness and visibility for ALYN as a premier global institution for pediatric rehabilitation

# ALYN Communities



# Strategic Objectives

1. Increase annual funding to ALYN Hospital in Israel.
2. Broaden public outreach and increase engagement of ALYN Hospital's mission.
3. Build base for next generation engagement.

# SWOT Analysis

## STRENGTHS

- WHAT YOU'RE GOOD AT
- WHAT SETS YOU APART FROM THE COMPETITION

→ **BUILD ON / BOOST YOUR STRENGTHS!**

## WEAKNESSES

- WHAT YOU'RE NOT GOOD AT
- WHERE YOU NEED TO IMPROVE

→ **ELIMINATE / FIX INTERNAL WEAKNESSES!**

## OPPORTUNITIES

- EXTERNAL FACTORS TO PROMOTE GROWTH
- NEW MARKETS, MESSAGING

→ **EXPLOIT OPPORTUNITIES!**

## THREATS

- EXTERNAL RISK FACTORS
- LARGELY OUTSIDE OF YOUR CONTROL

→ **MITIGATE THREATS!**

# SWOT Analysis - AFAH

## STRENGTHS

- Active and engaged Board of Directors.
- Strong brand recognition for WOL event (charity cycling).
- Strong institutional support (Woldenberg).
- Nationwide ALYN communities (Miami, Philadelphia, Detroit, Denver, LA).
- Strong governance, fiduciary mindset, independent audits, best practices.

## OPPORTUNITIES

- Expand existing donor networks & donor outreach through ALYN Ambassadors.
- Improve marketing and PR to continue raising visibility and awareness of ALYN Hospital to attract new constituents.
- Expand AFAH Education Initiative to more schools, Jewish camps.
- Deeper analysis of existing donor base using Wealth Management Tool, i.e., connectors, hidden gems.
- Potential acquisition of new estate income from existing donor base and anticipated bequests.
- Outreach to new communities.

## WEAKNESSES

- Nascent /disparate marketing strategies.
- Communication and strategic plans not aligned with Friends of ALYN (Israel).
- Have not fully utilizing partnership networks (e.g., Medical).
- Have not fully leveraging existing donor base potential.

## THREATS

- Ask is transactional, i.e., shortfall, gap.
- Increased competition from other charity cycling events.
- Crowded social media /digital landscape (in general).
- Aging donor base (regular donors).
- General donor fatigue (people tired of being asked for \$).

# Fundraising Goals

- Set an overall target to increase funds transfer to Israel by 10% annually in following categories:
  - Increase foundation and institutional giving (new foundations, annual operating grants).
  - Increase earmarked donations (online equipment wish list).
  - Increase Wheels of Love donations (new riders, increased donation level).
  - Increase new donor acquisitions (PR and brand awareness).
  - Build/enhance remaining fundraising campaigns (Bricks of Love, direct mail, monthly donor appeals).
  - Build/enhance relationships with estate networks (bequests and long-term commitments).
- Achieve and maintain highest possible rating on charity rating sites (Charity Navigator, GuideStar)
  - Adhere to Good Governance / Best Practices and principles of fiduciary trust and operational efficiency.

# Education / Broader Reach / Awareness Goals

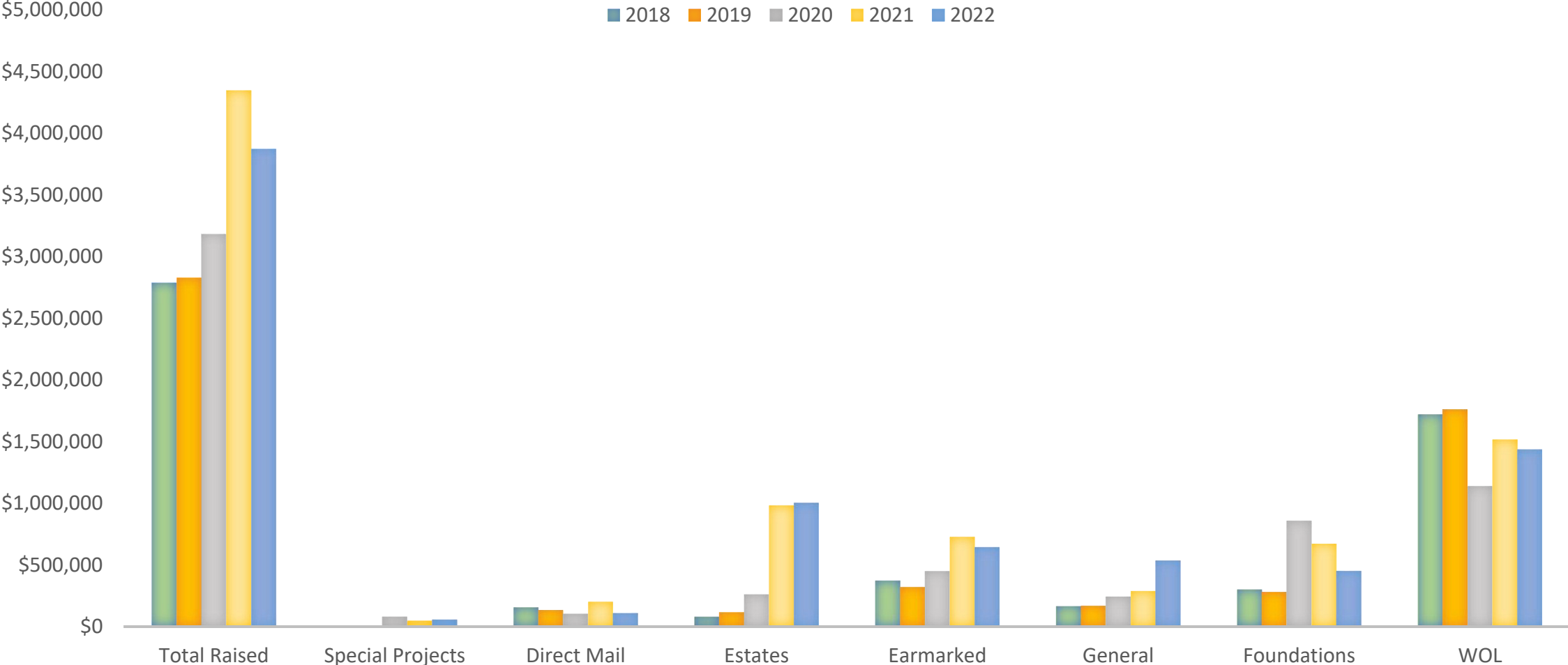
- Implement a robust PR /marketing plan.
- Expand target population of people we are educating
  - Add relationships with new schools (1 now, +2/3 2022); increase geographic footprint.
  - Educate staff at medical institutions already working with ALYN (e.g., Nemours) and add new partnerships.
- Donor base receive consistent information with vision and strategy (monthly newsletters, webinars, social media updates, etc.).
- Look for opportunities to engage Hillel and college level communities.

# Build Next Generation Goals

- Specifically target and invest in the younger generation.
  - Next generation program for WOL bike ride (e.g., scholarships or subsidized costs)
  - Tailor giving programs to millennials (online/digital, monthly recurring)
- Educate kids on ALYN and the bike ride; Get next generation to the point where they are “almost donors.”



# AFAH – Sources of Revenue Raised (2018-2022)



# Strategic Plan / At-a-Glance

3-5 YEAR GOAL

**SUSTAINABLE REVENUE STREAM FOR ALYN**

OBJECTIVES

- 1. INCREASE FUNDRAISING (10% / yr)
- 2. BROADEN AWARENESS OF ALYN MISSION
- 3. BUILD BASE FOR NEXT GEN ENGAGEMENT

PROGRAMS

**FLAGSHIP PROGRAMS**

- Wheels of Love – Israel •
- Wheels of Love – USA •
- Bricks of Love •
- Direct Mail Campaigns •
- Wealth Analysis •
- Estate Analysis •

**ACTION PLANS**

- Rebrand AFAH Logo/Tagline
- Online Equipment Wishlist
- WOL USA – Expansion Cities
- WOL - Young Leadership/Scholarships
- PR Investment in ALYN Communities
- Grow ALYN Education Program
- Institutional Fund Engagement
- Monthly Giving targeting millennial donors

ACTION PLANS

# AFAH Flagship Programs

	PROGRAM	COST/EXPENSES	REVENUE [POTENTIAL]	STATUS
1	Wheels of Love – Israel	\$25k (AFAH travel, rider packets and swag)	\$1.8 million	Active / Ongoing (average 130 US participants)
2	Wheels of Love – USA	\$55k budget	\$130k income (2021 inaugural ride)	Project higher \$ in future years as program gains traction
3	Bricks of Love	Negligible	\$74k since 2019 \$18k per year potential	“Bricks” are a popular trend in US (revenue, plus donor recognition)
4	Direct Mail Campaigns - Passover, High-Holidays, Year-End	\$15k per campaign	\$40k per campaign	4.5% response rate (above industry average)
5	Wealth Analysis	\$18k annual subscription	Potential \$2 million annually, based on 3% of identified donors giving	Proposed (included in 2022 budget)
6	Estate Donations	Negligible	Future income w/ little work. Projected 2022 estate payments: ~\$1 million	AFAH has received over 100 estates collecting over \$11 million.

# Strategic Objectives - Action Plans

	ACTION	SO #	PRIORITY (H/M/L)	DUE (6 mo / 1-2 yr / 3-5 yr)	OWNER	STATUS
1	Analyze donor wealth	1	Medium	6 mo	US	In development
2	Wheels of Love: USA in multiple cities (NYC, Chicago, Miami)	1	High	6 mo	US/ISR	In development
3	Wheels of Love young leadership/scholarship program	3	Medium	1-2 yr	US	In development
4	Enhance and promote legacy program	1	High	1-2 yr	US	In development
5	Annual mailing campaigns	1	Medium	1-2 yr	US/ISR	On going
6	Create online equipment wish list	1	Medium	1-2 yr	US/ISR	Stalled
7	Grow ALYN education program/engage in more communities	2	Medium	1-2 yr	ISR	Progressing
8	Monthly giving program that targets millennial donors	1 & 3	Medium		US/ISR	In development
9	Board member introduction to new institutional fund opportunities	1	Medium	1-2 yr	US	In development
10	Invest in PR within ALYN communities (Bergen County, Detroit, Miami, Denver, LA)	All	Medium	1-2 yr	US	In development



*Our Support. Their Success*