

EXECUTIVE SUMMARY

How kids spend their time matters.

In order for young people to fully realize their potential and thrive, they need opportunities and relationships beyond what they have access to at school and at home.

NAA exists to inspire, connect, and equip professionals who meet this critical need for young people.

The afterschool professional is our primary audience and at the center of all of NAA's work. Over the next five years NAA will pursue its mission by inspiring, connecting, and equipping at least 200,000 professionals who collectively will enrich the lives of more than four million young people, roughly half of all children who currently participate in afterschool programs.

To achieve that result, NAA will function as the "voice of the field" and engage its state affiliates and members to pursue three major strategies:

- Improving program quality by developing and equipping professionals
- Connecting and growing the field of afterschool and expanded learning programs and providers
- Bridging research, practice, and policy to strengthen the profession

By 2018, NAA will use its influence, membership, and assets to fundamentally re-shape the way young people spend their time outside of school.

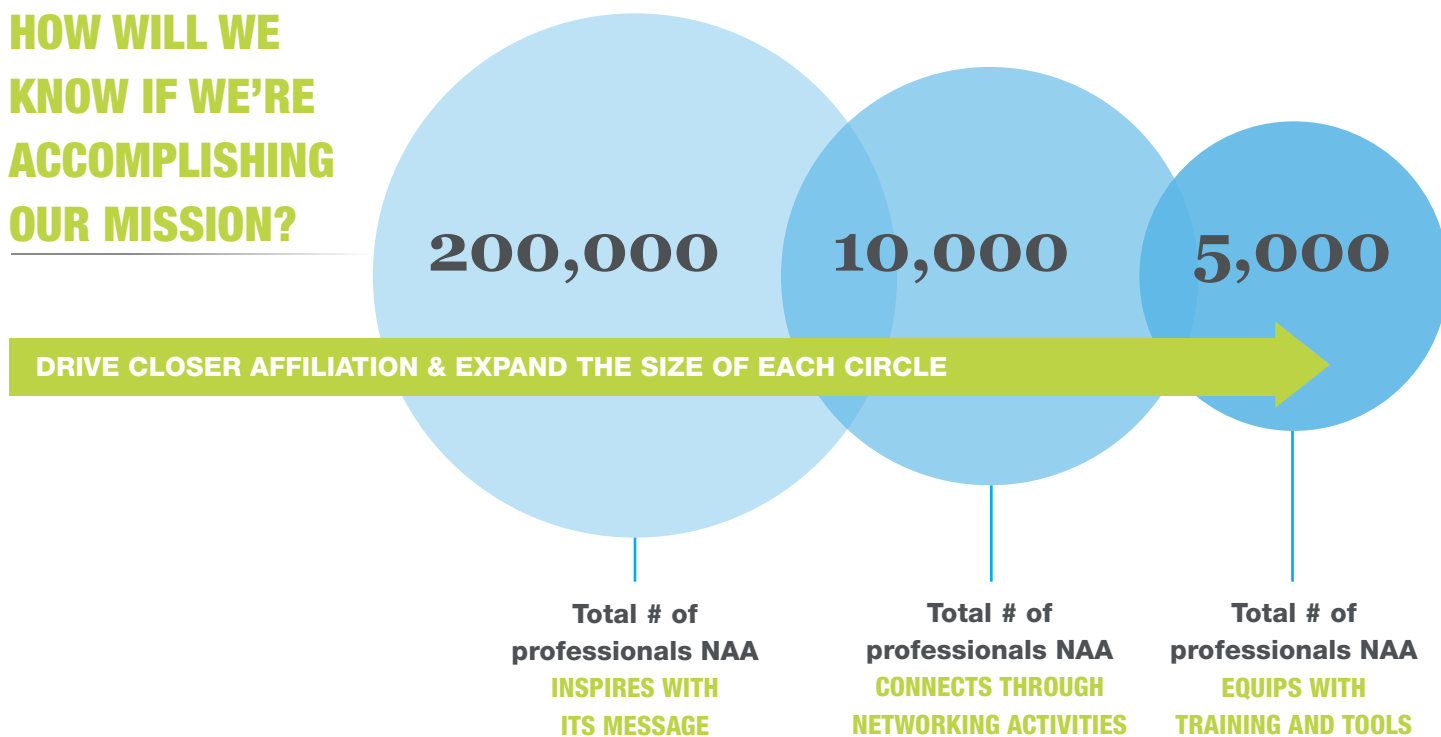
WHY FOCUS ON THE PROFESSIONAL?

- Improving the knowledge, skills, and competencies of professionals makes a difference in the types of relationships and opportunities they create for young people.
- The afterschool professional is the lynchpin in NAA's strategy and the decisive element in whether kids have access to high-quality relationships and opportunities.
- The afterschool professional is the target audience and key focus of all NAA's work. By meeting the fundamental needs of its members, NAA ensures that it has an impact on the lives of young people.
- Connecting, inspiring, and equipping professionals is ambitious, achievable, and actionable. NAA is best positioned to reach the broadest possible audience of professionals with high-impact programs and services.

LOGIC MODEL



HOW WILL WE KNOW IF WE'RE ACCOMPLISHING OUR MISSION?



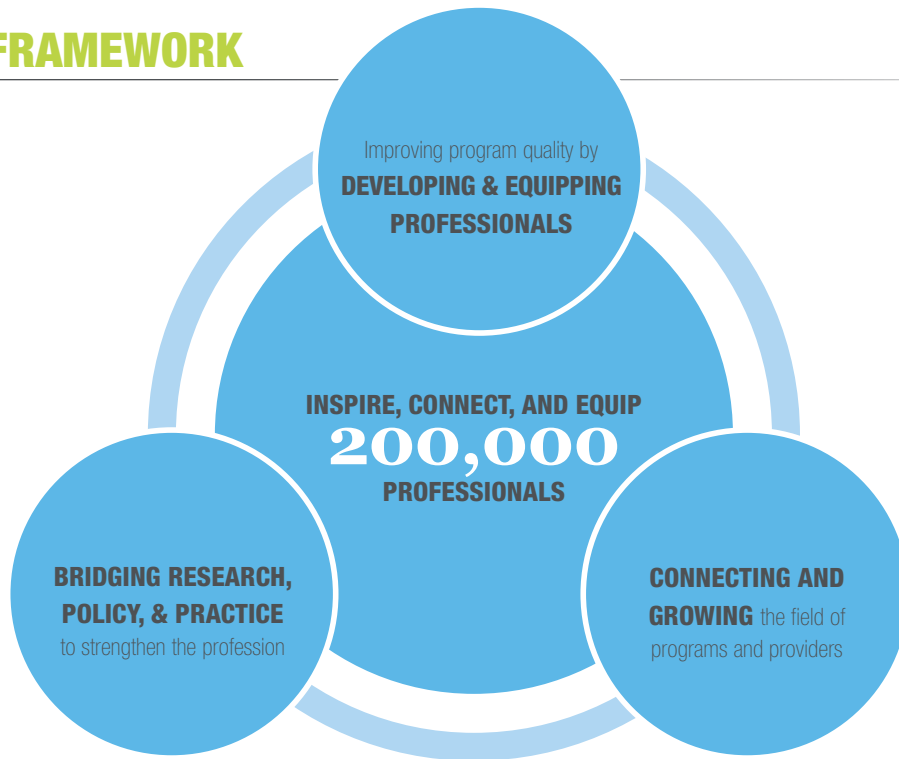
SPECIFIC GROWTH TARGETS

METRIC	2015	2016	2017	2018
INSPIRES # (# of professionals & overall % of the afterschool industry NAA reaches with its email distribution list, subscribers to AfterSchool Today, and other messaging campaigns)	20,000 4%	100,000 20%	150,000 30%	200,000 40%
CONNECTS # (# of professionals who join NAA as members, engage in networking, or participate in related membership activities)	4,000	6,000	8,000	10,000
EQUIPS # (# of professionals who participate in NAA Convention, demonstrate knowledge, skills, and competencies by accessing specific tools/training programs, earning badges/certificates, participating in virtual convention, international learning exchange, and/or engaging in other professional development offerings)	2,500	3,000	4,000	5,000

UPDATE ON CURRENT PROGRESS

METRIC	2015 TARGET	2015 ACTUAL
INSPIRES # (# of professionals & overall % of the afterschool industry NAA reaches with its email distribution list, subscribers to AfterSchool Today, and other messaging campaigns)	20,000	100,003 TOTAL REACH EACH MONTH Print readership - 12,750 Digital magazine - 1,650 Enews Readership - 32,360 Website Visitors — 10,840 Social Media Impressions — 42,403
CONNECTS # (# of professionals who join NAA as members, engage in networking, or participate in related membership activities)	4,000	6,732 TOTAL MEMBERS Executive members - 1868 Ambassador members - 4822 Advocate members - 42 State affiliates - 29
EQUIPS # (# of professionals who participate in NAA Convention, demonstrate knowledge, skills, and competencies by accessing specific tools/training programs, earning badges/certificates, participating in virtual convention, international learning exchange, and/or engaging in other professional development offerings)	2,500	6,500+ INDIVIDUALS 2015 National Convention attendees - 1,800 State Affiliate Conference Attendees - 4,500 4 webinars (average 550 registrants; 234 participants) 4 "Quality Conversations" Podcasts released (no user data available) 44 STEM Badges

STRATEGIC FRAMEWORK



PROJECT DECISION-MAKING MATRIX

Mission Alignment

- Does the project advance our three core strategies?
- Is it strategically critical?
- Does the project meet the needs of our members?
- Does the project serve as a gateway to new opportunities?
- What are the risks of saying no?

Organizational Capacity

- Do we have the capacity to execute this well?
- What are the opportunity costs associated with the project?
- Can we easily acquire the capacity to do this?
- Is it operationally urgent?

