

ANNUAL REPORT 2016

Our Delaware



Advancing Nonprofit Excellence

A Message from DANA President & CEO

Sheila Bravo



Photo: Kathryn Harris

DANA's annual report provides a snapshot of the many activities we participate in to strengthen, enhance and advance the nonprofit sector. In 2016 we offered nonprofit leaders an opportunity to hear from the Nonprofit Finance Fund to strengthen their financial skills. Executive Directors were able to enhance their work through the peer networking. The new fellowship we developed, recognized the important shared leadership role of the Board Chair and CEO, and provided ten leadership teams an opportunity to advance their organizations. And in partnership with other state-wide agencies, we were able to advocate to hold nonprofit funding with the fiscal 2017 State budget with a \$2.8 million increase in grant-in-aid.

DANA is committed to advancing nonprofit excellence. Using Standard for Excellence® as the foundation, DANA is expanding its Board Excellence program to include new learning modules for nonprofit boards. New programs such as workshops on outcomes, financial excellence, and board recruiting will be available to help nonprofit leaders. We are also expanding opportunities for nonprofit leaders to convene and find ways to align their work or collaborate towards common outcomes. And of course, with the challenging state budget, DANA is actively advocating for the nonprofits in Delaware.

Our work is not possible without the member organizations and the alliance partners who support our mission. We are grateful for their being part of the Delaware Alliance for Nonprofit Advancement, and look forward to working together to enhance and strengthen nonprofits and the sector in Delaware for years to come.

A handwritten signature in black ink that reads "Sheila Bravo". The signature is fluid and cursive.

Sheila Bravo
President & CEO

Cover photo credits: Delaware Adolescent Program, Inc. and Friends, Big Brothers Big Sisters of Delaware, Easter Seals Delaware & Maryland's Eastern Shore, IT Works, Read Assist Institute, Literacy Delaware, Family Counseling Center of St. Paul's, People's Place, Better Business Bureau of Delaware, Child, Inc., Delaware Arts Alliance, Cancer Support Community Delaware, Coastal Concerts, and Delaware Symphony Orchestra.

This is Our Delaware photo credits: People's Place photo provided by Kim Rigby . Delaware SPCA photo by Joe del Tufo.

2016 Engagement Highlights

In good company.



1151

Number of attendees at DANA workshops and learning seminars.

62 nonprofit organizations advanced with DANA's Excellence Academy.



1566

Facebook followers.

1865

Twitter followers.



97%



Satisfied with DANA Trainings.

380

Nonprofit Members



275 New Castle County

52 Sussex County

33 Kent County

20 Other (MD, PA, TX, DC)



Michele Schiavoni

DANA is here to support your good-to-great journey. We have partnered with many of you through a variety of programs, in-services and community gatherings to continue the dialogue and advance our journey. Whether it is a program on CEO Board Chair engagement, developing a strategic plan or measuring outcomes more effectively, we are here for you. The encouraging news is, you are asking for more. DANA is reaching new highs in the level of requests for our programming. This tells me you embrace the journey getting from good to great; this tells me your membership with DANA has value.

Thank you. As leaders of the nonprofit sector, you make our communities better, healthier places to live and support people with significant needs in unique and powerful ways. The Delaware Alliance for Nonprofit Advancement is honored to represent you, advocate on your behalf and serve as a resource for your organization's journey from good to great. The nonprofit sector is essential to our communities in ways that may not be immediately recognizable to some; to those we serve your impact and collective commitment improves the quality of life for Delawareans dramatically on a daily basis.

Several years ago, with the gracious support of our sponsors, we invited Jim Collins to engage us in a dialogue on transforming our sector for maximum impact. I encourage us all to keep Collin's tenets as the "true north" for our organizations. For our sector to be fully valued by all stakeholders from donors to legislators we all need to commit to a journey to being not just good, but great. What we need to do both as a collective and within our individual organizations requires courage, unwavering focus and accountability.

Our Alliance is only as strong as the collective we represent. We need to hear from you. Most importantly, we invite you to tell us on a regular basis about your successes - no accomplishment is too small. If our sector is to gain greater understanding of our value, we need to be consistent in sharing our stories. DANA invites you to tell us about the milestones you accomplish with your Boards. In many ways, the "non" in nonprofit is misleading. What you do profits all our communities.

Thank you again for all you do every day to improve the quality of life in the great state of Delaware.

A handwritten signature in black ink, appearing to read "Michele A. Schiavoni". The signature is fluid and includes a long horizontal flourish extending to the right.

Michele A. Schiavoni, APR, M.S.



JANET BERRY
Executive Director, People's Place II
DANA Member

Founded in 1972 as a grass roots effort, People's Place has grown into the largest multi-service 501(c)(3) nonprofit organization in Delaware dedicated to helping people find a path to growth and independence. While the cornerstone services of the organization focus on addressing mental health and counseling needs for families, adults, and children, the organization's programming also includes education, prevention, intervention, support services, and advocacy for Delawareans in need.

Promoting ideals like dignity, empowerment, safety, and self-sufficiency, People's Place helps identify and address social and mental health needs affecting Delaware residents.

Read about Janet's DANA experience on page 8.



DIANE FERRY
Board President, Delaware SPCA
DANA Member

Incorporated in 1873, the Delaware Society for the Prevention of Cruelty to Animals (DE SPCA) is the oldest animal welfare organization in the state. In 2016, circumstances led to the closing of the Stanton shelter and the shift of all programs to the Georgetown shelter until community demand led to a revitalization of the organization.

With a rebuilt Board of Directors, expanded outreach in Sussex County, and the reopening of the Stanton shelter in New Castle County, the DE SPCA has responded to its re-engaged community base. The organization is now firmly focused on the future, and another 145 years of "giving a paw a hand".

Read about Diane's DANA experience on page 7.

DANA

Financial Information

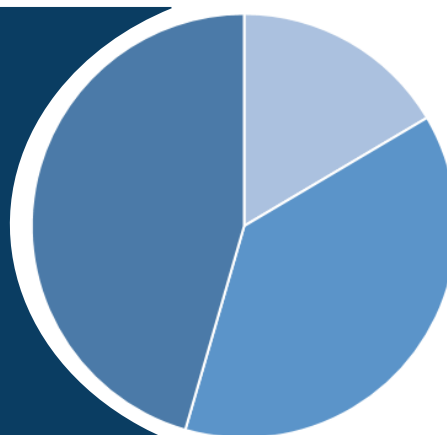
Audited Financials for 2016

The Delaware Alliance for Nonprofit Advancement's Summary of Financial Position at the end of 2016 is as follows:

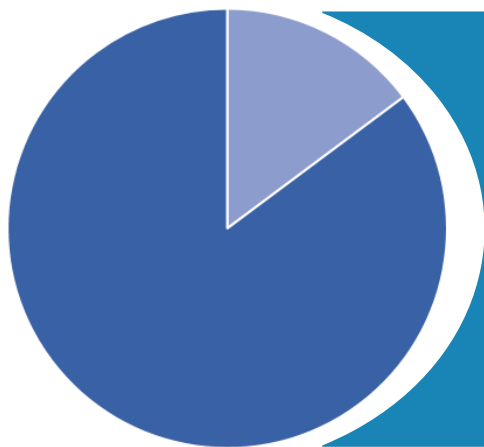
Assets:	\$290,882
Liabilities:	\$50,231
Net Assets:	\$240,651

2016 Revenues \$556,713

- 16% Membership Dues**
- 38% Grants and Donations**
- 46% Programs & Conference**






*a \$200,000 general operating support grant in 2015 supported 2016 initiatives.



2016 Expenses \$791,427

- 15% Management & General**
- 85% Program Services**

DANA Survey Results

	2012	2014	2016
 Satisfied	83%	93%	93%
 Very Satisfied	31%	34%	52%
 Satisfied with Trainings	63%	96%	97%

DANA Fellowship is All About Making CONNECTIONS

DIANE FERRY | Board President, Delaware SPCA

As a participant of the DANA Fellowship 2016, I unhesitatingly recommend the DANA Fellowship program to everyone interested in improving and building their nonprofit organizations. I had attended other DANA workshops and training sessions for nonprofit board members prior to becoming Board President, and I was always completely satisfied with the trainings offered. I learned an enormous amount in each session, and came away with recommendations and resources for improving our board governance.

I recommend the DANA Fellowship specifically, though, because it is NOT a typical training environment. What makes it extraordinary are the connections one can make, within oneself, within one's organization, and even with other nonprofit leaders in Delaware. A conceptual framework is presented, explored, and developed within your and other "dyads" (pairings made up of two organizational leaders - one board head and one executive staff from nonprofit organizations).

Processing the framework individually was typical of a training event, but working within the dyad with my organizational partner revealed and deepened that relationship. Together, my partner and I used the framework to develop an understanding and a language regarding our organization that allowed us to work differently, more positively, with our organization and board. My executive director and I were working well together when we started the DANA Fellowship, but we learned that we could do even better as a result of the DANA Fellowship, and our organization continues to benefit.

After individual growth and the partnership growth in the program, the third level of connection comes from sharing with other dyads. Nine other organizations were represented in the DANA Fellowship we attended, one in our same field. We had the opportunity to interact with other nonprofit leaders in a dynamic and meaningful way, and as a result, we came away with a set of new colleagues and peer consultants with whom we can discuss common concerns. We even began to explore possible collaboration between unrelated organizations.

The DANA Fellowship is all about making connections - conceptual connections, intra-organizational leadership connections, and inter-organizational nonprofit community connections, and I wholeheartedly recommend the program to other nonprofits seeking this kind of leadership growth.

DANA Board Members

Michele Schiavoni (Chair)
Independent Consultant

Dominic Canuso, C. F. A.
WSFS Bank

Craig Crouch (Vice Chair)
Kent-Sussex Industries

Patricia Dailey Lewis
Beau Biden Foundation for
the Protection of Children

Thère du Pont
Longwood Foundation

Mark Dunkle
Parkowski, Guerke & Swayze, P. A.

Nicholas P. Lambrow (Treasurer)
M&T Bank

Claudia Peña Porretti (Secretary)
Latin American Community Center

Richelle A. Vible
Catholic Charities

Charles Madden
New Castle County

David Moore
Milford Housing Development
Corporation

William R. Allen (Past Chair)
Delaware Community Foundation

DANA Staff

Sheila Bravo
President & Chief Executive Office

John Baker
Executive Vice President of Sector
Advancement

Howard Keener, Jr.
Vice President of Communications
and Member Relations

Louise Koonce
Office Administrator

Paul Stock
Executive Vice President of the
Excellence Academy

A RESOURCE for Delaware

JANET BERRY | Executive Director, People's Place II

When I became a first-time Executive Director of a small Delaware nonprofit, I didn't have a strong network, and I quickly realized I was in over my head. With nothing to lose, I called Chris Grundner, CEO of DANA at that time. He mobilized DANA's forces and came to my rescue.

DANA offered me and my organization support. My board became involved with DANA's Board Excellence training and gained a framework to make strong, well-informed decisions. When we realized that our organization needed to collaborate to be a success, DANA's help continued as they consulted with us to create a plan that resulted in collaboration with other nonprofits and the State of Delaware.

In November 2017, I became the Executive Director of People's Place. One of the goals the board shared was to develop best practices and expand our board capacity.

I knew right where to turn for support, and immediately sat down with Sheila Bravo, who became DANA's new CEO in 2015. DANA is currently scheduled to conduct Board Excellence training for us, and my Board President (a first time Board President) is already attending other DANA training programs, learning and building a network to be a success.

In addition to board support at People's Place, I have also been able to look to DANA for help developing my organization's leadership team. Paul Stock, EVP of DANA's Excellence Academy, arranged team bonding and training that will help us build trust, step out of our comfort zones, and bring us together so we can successfully do more with less.

DANA also offers forums for interaction with our legislators, sharing the importance of the nonprofit sector's work and what budgetary cuts would mean to the residents of Delaware, especially those served by programs as heavily funded by government contracts as People's Place.

As if all these organizational resources and benefits weren't enough, DANA has also given me a network. They're a place to learn from my colleagues and to share my knowledge. I've met people that have become board members, financial contributors, and volunteers. Even better - I have made friends. Without DANA, I would not be the success that I am. But more important than my success - without DANA, services to Delawareans might have been less effective, reduced, or even eliminated. DANA truly is a resource for the Delaware community.

Thank you DANA for giving to every Delawarean!

DANA Mission

As the leader of the nonprofit sector, the Delaware Alliance for Nonprofit Advancement's mission is to strengthen, enhance, and advance nonprofits and the sector in Delaware through advocacy, training, capacity building, and research.

DANA Vision

The quality of life for Delawareans will improve because nonprofits are delivering on their missions efficiently and effectively. The Delaware Alliance for Nonprofit Advancement will be the leader of the nonprofit sector, recognized for providing skills leadership, convening leadership, and voice leadership for the sector.

2016 DANA Nonprofit Members

- Ability Network of Delaware
 Adopt-A-Family
 African American Heritage Institute
 AIDS Delaware
 All The Difference, Inc.
 Alzheimer's Association
 American Cancer Society, Inc.
 American Diabetes Association Delaware
 Affiliate
 American Legion Ambulance Station 64,
 Inc.
 American Philosophical Association
 AmityCares
 Anabel's Angels
 Andy's Friends
 Angelic Touch Therapy Animals
 ARC of Delaware
 Arising Ministries
 ARK Educational Consulting, Inc.
 Arsht-Cannon Fund
 ARTfusion
 ASPIRA of Delaware, Inc.
 Association of Fundraising Professionals
 Brandywine Chapter
 AtTackAddiction
 Autism Delaware, Inc.
 Bayhealth Medical Center
 Beau Biden Foundation
 Better Business Bureau of Delaware
 Big Brothers Big Sisters of Delaware
 Biggs Museum of American Art
 Birdsong Gardens, Inc.
 BlindSight Delaware
 Blood Bank Of Delmarva, Inc.
 Boys & Girls Clubs of Delaware
 Brain Injury Association Of Delaware
 Brandon Lee Brinkley Foundation, Inc.
 Brandywine Counseling & Community
 Services, Inc.
 Brandywine Education Foundation
 Breaking Barriers
 Brunys Restoring Lives
 BTL Foundation International Services
 Cab Calloway School Fund
 CAMP Rehoboth
 Cancer Care Connection, Inc.
 Cancer Support Community Delaware,
 Inc.
 Candlelight Theatre
 Cape Henlopen Educational Foundation
 (CHEF)
 Carl M. Freeman Foundation
 Cathedral Choir School of Delaware
 Catholic Charities
 Center for Community Research and
 Service
 Center for Creative Arts
 Center for Growing Talent by PMA
 Central Delaware Blues Society
 Central Delaware Chamber of Commerce
 CHEER, Inc.
 Child, Inc.
 Children And Families First Delaware, Inc.
 Children's Advocacy Center of Delaware,
 Inc.
 Children's Beach House, Inc.
 Chimes DE
 Choices for Community Living
 Christina Cultural Arts Center, Inc.
 Citizen Diplomacy International of
 Philadelphia
 Claymont Community Center
 Claymont Renaissance Development
 Corporation
 Clear Space Theatre Company
 Coastal Camera Club
 Coastal Concerts
 Communities In Schools Of Delaware, Inc.
 Community Education Building
 Community Legal Aid Society, Inc.
 Community Resource Center
 Community Service Building Corporation
 Connecting Generations
 Connections CSP
 ContactLifeline, Inc.
 CSO, Inc.
 DE SPCA
 DE-AAP
 Deaf Outreach, Inc.
 Deep Roots, Inc.
 Delaware Academy of Medicine/Delaware
 Public Health Association
 Delaware Adolescent Program, Inc.
 Delaware Art Museum
 Delaware Arts Alliance, Inc.
 Delaware Association for Adult and
 Community Educators (DAACE)
 Delaware Association for Children of
 Alcoholics
 Delaware Association for the Education of
 Young Children
 Delaware Association of Volunteer
 Administrators
 Delaware Audubon Society
 Delaware Botanic Gardens at Pepper
 Creek
 Delaware Breast Cancer Coalition
 Delaware Center for Health Innovation
 Delaware Center for Horticulture
 Delaware Center for the Inland Bays
 Delaware Charter Schools Network, Inc.
 Delaware Children's Theatre
 Delaware Coalition Against Domestic
 Violence
 Delaware Coalition Against Gun Violence
 Educational Fund
 Delaware Community Reinvestment
 Action Council, Inc.
 Delaware Council On Gambling Problems,
 Inc.
 Delaware Diabetes Coalition
 Delaware Division of Libraries
 Delaware Division of the Arts
 Delaware Dreams, Inc.
 Delaware Ecumenical Council for Children
 and Families
 Delaware Elite Track Club
 Delaware First Media
 Delaware Futures, Inc.
 Delaware Grantmakers Association
 Delaware Greenways, Inc.
 Delaware Guidance Services For Children
 & Youth
 Delaware Historical Society
 Delaware HIV Consortium, Inc.
 Delaware Hospice, Inc.
 Delaware Humane Association
 Delaware Humanities Forum
 Delaware Institute for the Arts in
 Education
 Delaware Interfaith Power and Light
 Delaware Kids Fund
 Delaware Library Association
 Delaware Music and Arts Collective
 Delaware Nature Society
 Delaware NORML
 Delaware Psychological Association
 Delaware PTA
 Delaware Public Policy Institute, Inc.
 Delaware Safety Council
 Delaware Shakespeare Festival, Inc.
 Delaware Sports Museum and Hall of
 Fame
 Delaware State Chamber of Commerce
 Delaware State Parks
 Delaware Statewide Programs Association
 Delaware Strong Families
 Delaware Sustainable Energy Utility
 Delaware Symphony Orchestra
 Delaware Talent Live
 Delaware Theatre Company
 Delaware Thresholds, Inc.
 Delaware Veterinary Medical Association
 Delaware Volunteer Legal Services, Inc.
 Delaware Zoological Society, Inc.
 Delmarva Clergy
 Del-Mar-Va Council Boy Scouts of America
 Delmarva Power
 Delmarva Teen Challenge, Inc.
 Delta Outreach and Education Center, Inc.

DFRC
Diamond State Community Land Trust
Dover Symphony Orchestra
Down Syndrome Association of Delaware
Duffy's Hope, Inc.
Easter Seals Delaware & Maryland's
Eastern Shore, Inc. dba/Easterseals
Ebony Doughboys WW1 Re-enactors, Inc.
Eleutherian Mills-Hagley Foundation, Inc.
Elizabeth W. Murphy School, Inc.
Empowering Solutions, Inc.
Epilepsy Foundation of Delaware
Fair Hill Environmental Foundation
Fair Trade Federation
Faithful Friends Animal Society
FAME, Inc.
Family Counseling Center of St. Paul's
Family Promise Delaware
Family SHADE
Fathers Mentoring Fathers, Inc.
Fathership Foundation
First State Community Action Agency, Inc.
First State Robotics, Inc.
First State Squash
FISH of Northern Delaware
Food Bank of Delaware
Forgotten Cats, Inc.
Foundation for a Better Tomorrow
Fraim Center for Active Adults
Fresh Start Scholarship Foundation
Friends of the Capitol Theater, Inc.
(dba: Schwartz Center)
Friends of Wilmington Parks
Ft. Miles Historical Association
Gals That Give Charity
Gamma Theta Lambda Education
Foundation
Generations Home Care, Inc.
Girl Scouts Of The Chesapeake Bay
Council, Inc.
Girls Inc. of Delaware
God's Purpose Ministries
Good Neighbors Home Repair
Goodwill Industries Of Delaware &
Delaware County
Grace for Dover
Grass Roots Rescue
Greater Kent Committee
Greater Wilmington Convention & Visitors
Bureau
Greenbank Mill and Philips Farm
Habitat For Humanity of New Castle
County
Harvest Christian Fellowship
Healthy Foods for Healthy Kids
Heart In The Game
Historic Lewes Farmers Market
HOBY Delaware

Holy Family Catholic Church
Home of the Brave Foundation
Homeless Planning Council of Delaware,
Inc.
Hope Station Discipleship Ministries
Hope Street DE
Housing Alliance Delaware (Prior - DE
Housing Coalition)
Immanuel Shelter & Code Purple
Sanctuary, Inc.
In Trust Center
ITN Southern Delaware, Inc.
Jessica Heesh Butler
Jester Artspace
Jesus House Prayer and Renewal Center
JEVS Human Services
Jewish Family Services Of Delaware, Inc.
Jewish Federation of Delaware
Joshua M. Freeman Foundation
Junior League Of Wilmington, Inc.
Kaylyn Elaine Warren Foundation
Kenny Family Foundation
Kent County Conservancy
Kent Sussex Community Services, Inc.
Kent Sussex Industries, Inc.
Keystone Human Services
Kind to Kids Foundation
La Comunidad Hispana
La Esperanza, Inc.
La Red Health Center, Inc.
Latin American Community Center, Inc.
Leadership Delaware
League of Women Voters Of Delaware
Lewes Chamber of Commerce and
Visitors Bureau, Inc.
Light Up The Queen Foundation
Limen House, Inc.
Literacy Delaware, Inc.
Love, Inc.
Lutheran Community Services, Inc.
Make-A-Wish
Mancus Foundation, Inc.
Meals On Wheels Delaware
Medical Society of Delaware
Melomanie, Inc.
Mental Health Association in Delaware
Middletown Main Street, Inc.
Milford 2nd Street Players, Inc.
Milford Housing Development
Ministry of Caring
Modern Maturity Center
Montessori Works
Mosaic in Delaware
Mt. Cuba Center
Music School of Delaware
NAMI Delaware
Nanticoke Health Services Foundation
Nanticoke Senior Center

National Birth Defects Prevention Network
Nativity Preparatory School of Wilmington
NCALL Research, Inc.
NCCBOR
NEAIR
Neighborhood House
New Castle County Chamber of Commerce
New Castle Senior Center, Inc.
New Directions Delaware, Inc.
New Knollwood Community Center (New
Knollwood Civic Assoc.)
Newark Arts Alliance
Newark Senior Center
Nigerian Community Associations of
Delaware
Nuestras Raices DE
OperaDelaware
Operation Warm
Opportunity Center (ServiceSource)
Parent Information Center of Delaware
PAWS for People
People to People International Delaware
Chapter
People's Place II, Inc.
Planned Parenthood Of Delaware
Police Athletic League of Delaware
Port Hope Delaware, Inc.
Pressley Ridge
Preston's March for Energy
Primeros Pasos (First Steps), Inc.
Prison Ministries of Delaware, Inc.
Productions For Purpose
Project New Start, Inc.
Puzzles of Life Re-Entry Program for
Women, Inc.
Quaker Hill Preservation Foundation
Read Aloud Delaware
Reading ASSIST Institute
Rebuilders of Broken Walls Ministries
Rehoboth Art League, Inc.
Rehoboth Beach Film Society
Rehoboth Beach Main Street
Richardson Park Community Action
Program
Rick Vanstory Resource Centers, Inc.
Rodney Street Tennis & Tutoring
Association
Ronald McDonald House of Delaware, Inc.
Rose Hill Community Center
St. Francis Healthcare
SCAOR Community Service Foundation
Scechinah Empowerment Center
SCORE Delaware
Seamen's Center of Wilmington, Inc.
Selbyville Public Library
Serenity Place, Inc.
Serviam Girls Academy, Inc.

Serviam Media, Inc./Dba Hearts & Minds
Film
Set Free To Set Free
Seven ESPTSPL Group
Slaughter Neck Community Action Agency
Slavka's Dream, Ltd.
Smyrna-Clayton Heritage Association &
Opera House
Sojourners' Place
Special Olympics Delaware
Specialisterne
St. Elizabeth School
St. John's Community Services
St. Patrick's Center, Inc.
STELLAR Associates, Inc.
Stop The Violence Prayer Chain
Foundation
Successful Kids of Incarcerated Parents,
Inc.
Sunday Breakfast Mission
Sussex County Health Promotion Coalition
Tactical Educational Approaches To
Character And Health, Inc.
TACTICS, Inc.
Tech Impact
Tender Hearts
That Performance Place
The Delaware Contemporary
The Grand Opera House
The Holistic Health Center of Delaware
The Hospitality School
The Independence School
The Jefferson School
The Lewes Historical Society
The Program for Rigor and Innovation in
Education
The SmartDrive Foundation
The Summer Learning Collaborative
The Way Home
Tova Community Health
TRIAD (Trinity Alcohol & Drug Program)
Trustees of Color
United Cerebral Palsy of Delaware, Inc.
United Through Sport USA, Inc.
United Way Of Delaware, Inc.
Urban Bike Project of Wilmington, Inc.
Urban Youth Golf Program Association/The
First Tee of Delaware
Victims' Voices Heard, Inc.
VillageResourceGroup
Vision to Learn
West End Neighborhood House
Westside Family Healthcare, Inc.
Wilmington Ballet Academy of the Dance,
Inc.
Wilmington Drama League
Wilmington Montessori School
Wilmington Renaissance Corporation

Wilmington Senior Center, Inc.
Wilmington Youth Jazz Band, Inc.
Wow Science Corp
YMCA Of Delaware
Zeta Phi Beta Sorority
Zeta Rho Lambda Education Foundation

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100 W. 10th Street, Suite 1012 | Wilmington, DE 19801 | 302-777-5500

