

# 2017-2019 DANA Strategic Plan

## Advancing Nonprofit Excellence

### WHO WE ARE

**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.

**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.

### WHAT’S NEW

Our Mission and Vision remain unchanged. However, since 2013, DANA’s identity and function have continued to evolve: from an association to an alliance; from mediating to facilitating; and from serving individual members to being a voice for the entire nonprofit sector. Many of Delaware’s nonprofits are struggling because of service demands, rising operating costs and dwindling funding. Thus, these organizations are no longer able to fulfill their missions effectively.

In response, DANA has realigned its strategy and documented it in a 3-year Strategic Plan to focus more clearly on targeted outcomes to define its success, develop specific measures to track achievement, improve specific internal systems and processes, and enhance its financial model to diversify funding streams.

All of these efforts will enable DANA to continue to be a member-based alliance that serves as a leader-catalyst for convening and developing expertise, skills, and advocacy to provide applicable and performance-based solutions that make an impact on behalf of our partners and their communities.

### THEORY OF CHANGE

When DANA intervenes to achieve these transformational outcomes.....



## TAKING ACTION TO ACHIEVE OUTCOMES

### DANA Strategic Plan - Articulating what Success Looks like & Translating Action into Mission

#### DANA's Target Outcomes to support Mission

NPO leaders collaborate, are adaptive, exhibit strategic acumen, have strong operational skills, and pursue continuous improvement

NPOs have leadership recruiting & development processes in place

NPOs will have a strategic plan which articulates what success looks like & translates action into mission

Stakeholders can articulate DE NPO sector identity & value

DANA will move towards financial independence

#### Actions for this to happen

Develop Dashboard to measure - start with collecting baseline data then track ongoing

Create Service offerings to address gaps & needs

Deliver Capacity Building Services at different target levels (ED, Board, Board Chair, organization etc.)

Report out bi-annually the changes in leader quality/ recruiting & development processes/ strategic plan

Develop Database/Dashboard of Sector

Create Proactive Advocacy Agenda

Facilitate conversations/planning among agencies (NPO & government)

Advocate for capacity development funding

Establish deeper relationships with an excellent CRM system to manage

Modify Excellence Academy pricing and operating model

Develop strong value communication that is both informative & persuasive

Report out on dashboard & causal impact of capacity development

1. DANA's training and support programs for nonprofit leaders, Boards and membership will be designed with specific target outcomes measured by a special dashboard of metrics to track success on a biannual basis. DANA's proprietary training and consulting services will focus on key areas, such as leadership development, strategic planning, board excellence and financial planning. **Desired outcomes include:**
  - a. Nonprofit leaders who collaborate, have strong operational skills, are visionary and pursue continuous improvement
  - b. Nonprofit organizations have an actionable strategic plan (which includes measurable outcomes and financials), leadership recruiting and development processes in place
2. DANA will continue to strategically further the nonprofit sector through **advocacy and innovation.**
  - a. As a result of discussions at DANA's 2015 annual conference, DANA and the Delaware Grantmakers Association are developing a nonprofit database for Delaware. This portal, accessible to nonprofits, funders, and the public is expected to be launched in 2018, and will include financial information, program missions and outcomes. It is anticipated this information will lead to increased collaboration, consolidation, common metrics and inform better allocation of resources.
  - b. Data from the database will also provide economic value and sector performance messaging to aid in advocacy. That along with stronger communication efforts will result in stakeholders (legislators, regulators, funders) being better able to articulate the Delaware nonprofit sector value and identity.
3. DANA will move towards **financial independence** through various actions:
  - a. Increased membership
  - b. Improved pricing models for training programs

- c. Diversified revenue sources
- d. Increased staff time devoted to program development and delivery

DANA 3 Year Financial Plan 2017-2019							
	2019 Plan	2018 Plan	2017 Budget	2016 Actuals	2015 Actuals'	2014 Actuals	2013 Actuals
Net Earned Income	46%	38%	26%	23%	27%	11%	6%
Contributed Income	54%	62%	74%	77%	73%	89%	94%

## ENABLERS

Many factors feed into the success of this plan’s achievement. DANA’s core competencies of relationship stewardship, content expertise, and storytelling will strengthen its position. Internally, DANA will enhance its systems to track and steward its relationships. Staff resources will be dedicated more to service delivery over administration. Service offerings will be enhanced, based on research and best practices to support nonprofit leaders in swiftly enacting the changes they wish to improve their mission. Fee structures will be adjusted to reflect market climate. And enhanced storytelling will promote the necessary partnerships to strengthen the whole sector.

## GOALS

- For **clients**, DANA will deliver beyond expectations, pro-actively advancing positive change as the “go-to” resource for data and information on best practices.
- For **funders**, DANA will serve as a valued partner, problem solvers advocating for improved nonprofit efficiencies and cost-reduction initiatives.
- For **legislators and regulators**, DANA will act as the expert voice and trusted champion for nonprofits and regulatory issues

As it matures, DANA is shifting from being a start-up firm to one having sustainable growth. Instead of being viewed as a referral source, DANA is now regarded as a supportive provider.