



Vision: The Nonprofit sector is empowered to achieve an inclusive, thriving, and vibrant community

Mission: To shape and advance the systems and conditions that empower nonprofits to amplify their impact throughout Delaware

What is Valued by DANA

When we make decisions and take action at DANA, the board, staff, and volunteers are accountable for and conscious of the following

Integrity

People trust that our behaviors, programs, and policies authentically contribute to advancing outcomes; are aligned with our values; and are consistently and equitably applied. We take responsibility for commitments, decisions, and actions and communicate openly and honestly about our failures and successes.

Empowerment

People are able to express their experience and points of view; their voice and strength is acknowledged, appreciated, and respected; and they engage with, make choices about, and influence the things that affect their lives, work, organizations, and communities.

Adaptation & Innovation

We challenge ourselves and others to take time to ask what it takes to accomplish our desired outcomes today and into the future. We adopt new behaviors, processes, and strategies that improve our individual and collective ability to serve Delaware communities.

Equity

We are committed to creating sustainable outcomes for everyone throughout Delaware. We recognize that people and organizations have varying access to resources. This requires different supports so they can take fair advantage of opportunities that allow them and their communities to thrive.

DANA's Guiding Perspectives

We apply the following frameworks to our work

Constructive Partnerships

Attaining thriving, equitable communities require alignment, coordination, and collaboration across people, organizations, and government. Building trust and stewarding connections is necessary to achieve organizational visions and missions.

Outcomes-Based Planning

Centering desired outcomes in our planning, choices, and action with those involved results in what it takes to realistically and authentically achieve their outcomes.

Systems Thinking

Changing outcomes requires acknowledging, identifying, and evolving systems. We acknowledge the complex interconnection and interdependence of structures that influence the conditions people experience.

Adaptive Leadership

Working together to adapt to challenging and changing circumstances - leveraging lived experience and knowledge, equity, and ongoing innovation that drives positive change

Strategic Priorities	
 Mitigate the conditions that create undue administrative burdens and costs on nonprofit organizations	 Increase public understanding, engagement, and investment in the resources necessary for NPOs to effectively fulfill their essential roles in Delaware's communities
 Expand the conditions for people to build and sustain relationships and partnership both within and between sectors	 Support the opportunity, practice, and growth of leadership capacity across the sector
 Advance strategic and operational theories and frameworks that are effective, responsive, and applicable to nonprofit operating realities	

Outcomes	Strengthen (Leadership) Developing leadership competence and confidence within NPOs	Enhance (Operations) Supporting efficacy, integrity, and sustainability of NP operations and infrastructure	Advance (Sector & Systems) Promoting and influencing the conditions that lead to a healthy, community-focused nonprofit sector	
			Sector	Broader Systems/Society
	People feel prepared, confident, and comfortable in their leadership roles     	NPOs clearly articulate their outcomes and the full value of their contributions to community and ask for what it truly takes to effectively deliver that benefit  	People build trusted relationships and work across entities to communicate about, advocate for, and participate in creating change that advances overall community benefit   	People understand what it truly takes for NPO's to effectively support DE communities  
	Leadership uses planning and decision-making frameworks that prioritize outcomes, are effective in today's environment, and remain responsive to change as it occurs     	NPOs have systems to acquire and utilize resources efficiently, ensuring outcomes are achieved while staying responsive to those most impacted by their work and decisions  	Administrative burden necessary to meet regulatory and funder restrictions and requirements is appropriate to the nature and size of an organization 	The NP sector is prestigious, respected, and valued as an equal economic and employment partner   
	Leadership (board & staff) works collaboratively to ensure effective operations    	NPOs implement strategies that ensure leadership continuity of both the board and staff   	Growth in the sector's capacity to access, administer, and increase federal and national funding  	Policymakers and administrators are knowledgeable of, guided by, and accountable to ensuring beneficial community outcomes   
	NPOs have diverse and representative leadership and staff talent   	NPOs have access to affordable and appropriate administrative support capacity  		Civic engagement and social sector investments fully support the infrastructure and resource capacity needs of NPOs   

Convene and connect people to foster peer relationships that support the growth and sustainability of leadership in the field and build the foundations and networks for collaboration, partnership, and collective action

- *Lead convenings to connect nonprofit leadership and staff to strengthen system connections*
- *Build networks and opportunities for people to engage in ways that affirm and validate their leadership experiences and minimize the sense of isolation*
- *Strengthen the DE nonprofit alliance by growing membership and fostering partnerships to amplify its voice, enhance advocacy, expand resources, and its collective impact.*

Expand understanding of the operating realities and the effective approaches that advance success in the social sector through research, peer engagement, and innovation/experimentation

- *Deepen public, philanthropy, and policy maker understanding of nonprofit economic impact and financial needs*
- *Serve as an industry authority to inform philanthropic, government, and business investment and engagement with Delaware nonprofits*

Advance advocacy by expanding the ability of individuals, organizations, and communities to (individually and collectively) influence stronger, healthier, equitable systems that support community outcomes and social sector effectiveness

- *Influence regulation and policy change at the local, state and federal level*
- *Support NPOs ability to inform and engage the public about NPO community benefit, effectiveness, and operating realities*

Facilitate supportive services that enable organizations to access resources, services, and experts that allow them to both effectively advance community benefit and manage administrative burdens in a sustainable manner

- *Explore initiatives and partnerships to build nonprofit administrative capacity or reduce its burden*
- *Connect nonprofit leadership, board, and staff to resources and experts to strengthen their unique leadership, organizational capacity, and strategic needs*

Fund Growth and Strategy Diversification

- *Increased funds that support general operations*
- *Funding to support Systems and Sector change*
- *Enhanced lines of programmatic revenue streams*

Expand Talent Competency

- *Research & Data Analysis*
- *Strategic Communications*
- *Mobilizing & Lobbying*
- *Federal Grant Coordination*
- *Human Resources (Health Benefits) & Legal*

Increase DANA Talent Capacity

- *6 additional FTE over plan horizon*
- *Continue expansion of consulting & instruction partners with diverse expertise*

Strengthen Governance & Accountability

- *Board and Leadership continuous development*
- *Monitor Progress towards outcome achievement*
- *Build sufficient operating reserves*
- *Standards for Excellence Accreditation Renewal*