

MEMO

To: DeKalb County Nonprofit Partnership

From: Alicia Schatteman

Date: January 6, 2015

RE: Report #2



In our second meeting, the group reviewed the first report and offered additional comments and ideas. The group brainstormed possible strategic issues which resulted in the summary of strategic goals and action plans presented here.

These goals and action plans should be the basis to create operational plans with timelines and persons responsible for each.

2015-2018 Strategic Goals and Action Plans

The group reviewed all of the issues discussed and came up with five main strategic issues to address in the Strategic Plan. They are:

1. Finances: Achieve financial sustainability for DCNP through a realistic and mixed revenue stream.

Action steps:

- Create a financial model assuming ongoing support from DCCF but also including membership fees and program fees.
- Achieve a balanced budget.
- Price programs beyond break-even to reflect the value of those programs to participants.
- Investigate costs and benefits of MPA intern versus regular part-time staff for DCNP.

2. Membership: Develop membership program for financial sustainability as well as high quality access to resources for nonprofit organizations serving DeKalb County.

Action steps:

- Develop the membership database.
- Develop a recruitment and retention strategy.
- Create a membership fee structure that is affordable yet focused on the value of DCNP.

- Research models of membership levels to include members in and outside of DeKalb County, for profit, government and nonprofit and opportunity for sponsorship levels to include in-kind donations and advertising revenue.

3. Programs: Develop high quality programs that serve both board and staff members which are tied to the needs of nonprofit organizations serving DeKalb County.

Action steps:

- Evaluate the effectiveness of those programs to increase capacity of those organizations; demonstrate effectiveness of DCNP to stakeholders.
- Create new partnerships with other organizations who share the same mission of growing the capacity of nonprofit organizations to offer high quality programs (Economic Development Corporation, Chambers of Commerce, Sikich, Donors Forum, DeKalb County Mental Health Board etc.).
- Explore non-traditional programming to meet the needs of the nonprofit sector such as lab sessions, online webinars etc.
- Create a master program matrix to map program offerings with goals of the programs, audience, time of year, price, location, level of program (beginner, intermediate to advanced) incorporating annual programs such as Nonprofit Day and Give Local.

4. Research and Advocacy: Focus on the role of DCNP in research of and for the nonprofit sector serving DeKalb County and advocate for the sector to all various stakeholders.

Action steps:

- Research the impact of the nonprofit sector in DeKalb County using a variety of methods and processes including primary and secondary data collection.
- Conduct salary and benefit research to support the needs of the nonprofit organizations.
- Be the primary advocate for the nonprofit sector serving DeKalb County and create an advocacy plan involving outreach to levels of government and the general public.
- Create a research plan in partnership with NGOLD/NIU for research projects of mutual interest and benefit including the Give Local DeKalb County and the Collective Impact initiative.
- Create a resource area of the DCNP website for resources and toolkits that offers data and available research on the nonprofit sector serving DeKalb County.

- Offer advocacy programs to share research results and data.
- Recognize and celebrate major accomplishments of the nonprofit sector serving DeKalb County.

5. Governance and Leadership: Work towards a sustainable model of governance and coordination of DCNP.

Action steps:

- Create an overall committee structure for DCNP with job descriptions including expectations for all volunteer board and committee members.
- Clarify the roles and responsibilities of DCCF and staff support for DCNP.
- Clarify staff needs for DCNP coordinator using the MPA and/or CLCE internship programs.