

## **VANNO STRATEGIC PLAN: 2009 – 2012**

*Approved: July 22, 2009*

### **MISSION**

VANNO connects Virginia's nonprofits through information, advocacy and resources which advance effective practice and enhance their ability to meet diverse community needs.

### **VISION**

All nonprofits in Virginia are engaged and equipped to serve their communities.

### **GUIDING PRINCIPLES**

*Our decisions and actions are based upon:*

- Recognition and understanding of regional identities and differences throughout Virginia.
- Commitment to support and maximize existing resources when appropriate.
- Belief in the power and potential of partnerships and collaborative efforts.
- Commitment to model the behaviors we expect from our members.
- Respect for the diversity of the nonprofit sector in all its forms.
- Belief in the inherent value of convening people to learn, share and discover their common ground.

**GOAL I: Ensure VANNO's sustainability as a statewide resource.**

**Objective A: Increase corporate and business support of VANNO.**

*Strategy: Secure sponsorships and grants from corporations that wish to engage or support nonprofit organizations.*

*Strategy: Secure sponsorships for VANNO activities and events.*

*Strategy: Increase exclusive opportunities for corporations and businesses to connect with VANNO constituents.*

**Objective B: Leverage Foundation Support to Develop Earned Income Streams**

*Strategy: Identify foundation needs that can be met by a statewide association.*

*Strategy: Develop marketing/replication plans for products and/or services developed with foundation support that can expand VANNO's value state wide and generate revenue.*

**Objective C: Increase membership among nonprofit organizations through a variety of targeted recruitment strategies.**

*Strategy: Develop membership campaigns directed towards nonprofits that have previously connected with VANNO.*

*Strategy: Develop membership campaigns directed at subsectors within the state.*

*Strategy: Leverage existing relationships with funders, board members, corporate members, and business partners to promote VANNO to nonprofits.*

**Objective D: Develop the infrastructure to support VANNO's operations and programs**

*Strategy: Identify staff needs and develop a three-year plan for increasing staff via employees, consultants/outsourcing, interns, and volunteers.*

*Strategy: Identify technology needs and develop a three-year plan for ensuring adequate equipment, software, expertise, and support for financial management, membership management, marketing, and communications.*

*Strategy: Identify needs and options for expanding facilities and procuring equipment and supplies to support VANNO operations and programs.*

**Objective E: Develop the Board's capacity for high quality governance and leadership.**

*Strategy: Build the Board to ensure sufficient skill, expertise geographic representation, and sector representation is reflected in its composition.*

*Strategy: Develop a plan for ensure continual and efficient recruitment, orientation and education of VANNO's leadership.*

**Objective F: Minimize potential risks to the organization.**

*Strategy: Develop, adopt, and implement personnel and technology policies.*

*Strategy: Develop an executive succession plan.*

*Strategy: Pursue, as appropriate, trademark protection of VANNO's name, products, and services.*

## **GOAL II: Build the capacity of nonprofit organizations in Virginia.**

**Objective A: Ensure that affordable and accessible training is available to nonprofits statewide.**

*Strategy:  
Offer training as a part of existing conferences.*

*Strategy:  
Participate in the planning of established state/regional/local conferences.*

*Strategy:  
Develop and deliver relevant training that returns net income to VANNO.*

**Objective B: Build knowledge about the state's nonprofit sector.**

*Strategy:  
Provide an e-newsletter and website and other on-line communications to promote information about nonprofits and nonprofit issues.*

*Strategy:  
Provide an online bank of consultants and service providers to Virginia's nonprofit sector.*

*Strategy:  
Facilitate the convening of non-profits around the state.*

*Strategy:  
Facilitate the availability of research that defines the size, scope, and impact of Virginia's nonprofit sector and analyzes trends within the sectors.*

**Objective C: Support the development of local/regional non-profit capacity builders.**

*Strategy:  
Provide technical assistance, training, and consulting to local/regional/statewide capacity builders.*

*Strategy:  
Provide an online bank of consultants and service providers to Virginia's nonprofit sector.*

*Strategy:  
Develop tool kits and the "train-the-trainer" programs.*

*VANNO will draw from its pool of consultant resources to provide these services. Costs for the consultant services will be covered by the receiving organizations, and will include a mark-up that will provide a revenue stream for VANNO.*

**GOAL III: Expand awareness of the value added by the nonprofit sector in Virginia.**

**Objective A: Seize opportunities to build relationships with public policy officials and support local nonprofits' advocacy efforts.**

*Strategy:*

*Participate in state level task forces and initiatives affecting nonprofits*

*Strategy:*

*Respond appropriately to invitations and requests for information from public policy officials.*

*Strategy:*

*Collaborate with other appropriate state and local advocacy efforts.*

*Strategy:*

*Monitor state level legislative and regulatory activity.*

**Objective B: Establish VANNO as the “voice” for nonprofits in Virginia.**

*Strategy:*

*Develop and pursue an annual research agenda and lead efforts to communicate findings across the Commonwealth.*

*Strategy:*

*Utilize the e-newsletter, website, and other on-line communications to disseminate information on policy issues relevant to nonprofits.*