Three-Year Strategic Plan FY2017-2019

MISSION

To empower families to raise children who care and contribute

VISION

A world in which sharing kindness and helping others is a routine part of family life

GUIDING VALUES

- We are passionate about helping people raise empathetic, service-minded children, because these traits underlie the trust, altruism, cooperation, and charity that are essential to a healthy community.

- We believe that all families have the ability to contribute to their community in a positive way. We actively seek diversity in the families we engage.

- We offer opportunities to engage in family service and acts of kindness, as well as resources to educate children about social issues, because we believe that there can be multiple benefits for families, children and the community when we pursue lives of kindness, service, and justice.

- We believe that our mission will be enriched by cooperating with people and organizations that are working toward similar goals.

- We believe that the most effective and lasting programs will be guided by research, best practices, and feedback from families involved in our programs.

- We conduct all our business in a way that is honest, transparent, and ethical – and that is respectful of staff, volunteers, partners, donors, and DGT program participants. We always act in good faith and honor our commitments.

- We take our fiduciary responsibility seriously, and we are conscientious and diligent stewards of all donations.
FY2017-2019 ORGANIZATIONAL GOALS

Goal I: Engage more families and organizations to broaden DGT’s reach.

If we want our children to be successful (whether defined as happiness, academic achievement, or good health) “doing for others” should be a significant part of every child’s early life lessons. Working together with an increasing number of individual families and organizations (schools, faith groups, businesses, museums, and others) will enable DGT™ to introduce more families to the value of giving and serving; strengthen partnering organizations; and meet more critical community needs – both now and for the future.

Strategies:

1. Seek the support to enable schools nationwide to host an annual DGT Family Service Fair (FSF).
2. Create a model to bring DGT Family Service Fairs to low-income schools and community programs.
3. Expand our collaborations with a variety of organizations, both locally and nationally, using existing programs and customizing services.
4. With expert guidance, develop a plan to reach diverse audiences, including increasing participation in the Big-Hearted Families™ program across a range of families and targeting FSF expansion in a variety of neighborhoods and settings.
5. Use focused marketing and promotion to increase the number of subscribers to DGT’s existing six city listings and to our national newsletter.
6. Expand access to DGT tools and resources through new web and mobile-based technologies and other innovative approaches.
7. Determine specific, actionable strategies to convert DGT Family Service Fair attendees into Big-Hearted Family Membership Circle participants, DGT social media users, and donors.
8. Nurture ongoing relationships with targeted content-drivers (bloggers, like-minded nonprofits, etc.) in core demographics and core cities.
9. Develop additional materials needed to reach diverse communities and our focused audience segments (e.g. homeschoolers, grandparents, etc.).
10. Expand the DGT presence in Silicon Valley. Use the model we develop there as a “blueprint” for expansion in other key markets.
Measures of success:

- Newsletter and listing subscribers: In the first year, 15% increase in newsletter subscribers. Listing subscribers average annual increases: Twin Cities: 20%; NYC: 40%; Boston: 60%; Seattle: 80%; Silicon Valley: 150%; Baltimore: 200%.

- Big-Hearted Families Membership Circle: Add ten members per month in first year and 20 per month by 2019. Reach a retention rate of 60% by 2019.

- DGT website: (1) Increase number of unique monthly website visitors from 10k to 12k the first year and to 15k by 2019; (2) increase length of average website session from 1:28 to 1:45 the first year and to 2:00 by 2019; (3) Decrease bounce rates from 60% to 50% in the first year and to 35% by 2019.

Goal II: Identify and implement effective approaches and strategies that motivate families to make “giving back” integral to their everyday lives.

Research shows that raising compassionate, caring children improves the health of children, families and communities. Recognizing that parents have surprisingly few resources to help pass along these qualities, DGT will explore innovative ways to help families foster empathy, tolerance, gratitude and civic responsibility in their children. Our success needs to be assessed by outcomes: how well the tools we provide create kindness-instilling behaviors that become central to families’ lives. We will collect the appropriate metrics to determine our impact.

Strategies:

1. Equip families with fun, engaging tools and resources that make it easy to weave a focus on giving into their everyday lives.

2. Promote the benefits of behavior change based on each audience’s core values.

3. Deepen the engagement of DGT Family Service Fair attendees with Doing Good Together and promote “giving back” behavior in families following the event.

4. Enrich our Big-Hearted Families Membership Circle to increase membership, retain existing members, and increase engagement.

5. Develop strategies for assisting schools and other organizations that host an annual FSF to make kindness and service a priority for families all year long.

6. Using expert guidance, create increasingly effective evaluation tools to measure behavior change in families and children who use a variety of DGT resources.
Measures of success:

- Employ surveys of DGT Family Service Fair, workshop/presentation and BHF Membership Circle participants, using predictive questions (i.e. “Do you think the presentation will have an impact on you and your family in the coming months? If so, indicate what kind of impact you predict.”) Distribute three-to-six month post-event surveys for FSF and workshop attendees to determine if “giving-back” behaviors have been sustained.

- Create and distribute an annual survey of subscribers asking about DGT impact on family behaviors.

Goal III: Position DGT as a market leader and THE expert in raising compassionate, engaged children.

DGT is the leader in the field of family giving and seeks to be recognized as such. This requires a focus on our unique tools and resources, continual innovation and adaptation, perpetual learning, building strong connections, and sharing our knowledge as widely as possible.

Strategies:

1. Focus on brand alignment and the DGT organizational story to strengthen our position as a leading resource for pursuing family service and raising caring kids.

2. Develop strategies to increase media attention, highlight testimonials, share our credibility story, present at national conferences, and find and create opportunities to associate with leaders in the field.

3. Present research-based information and organize it in ways that reflect a deep understanding of the subject.

4. Identify and forge connections with individuals and organizations — including academics, writers and other influencers — to add the authority of DGT’s voice to the issue of building childhood empathy, align DGT with leaders in the field, and strengthen the DGT brand.

5. Continue to enhance, expand, and repurpose free and low-cost online content including project offerings, expert parenting articles, and downloadable tools.

6. Strengthen DGT’s national presence by deepening our work in Silicon Valley, followed by other key markets.
Measures of success:

- Media mentions: Gain media attention from one national name-recognized media outlet and five other local/regional media in year one and three national and ten local/regional publications by 2019.
- Increase referrals from other websites to ours by 50% in one year and then another 50% in three years.

Goal IV: Build financial sustainability.

In order to most effectively accomplish our mission, we must develop and implement strategies to obtain, diversify, and leverage sustainable sources of funding. This involves developing and maintaining strong stakeholder relationships, obtaining a range of types of funding, building financial reserves, wise stewardship of resources, and strategically managing costs.

Strategies:

1. Develop a plan to offer sponsorships of DGT events, products and communications.
2. Develop a plan to increase project and general operating grant revenue.
3. Hire a part-time development director.
4. Focus on effective communication and solicitation activities within specific market segments identified as having potential for the greatest growth.
5. Utilize fundraising best practices for individual donors to meet DGT’s annual fund revenue goals.
6. Emphasize DGT services (as opposed to products) as more significant sources of revenue moving forward.
7. Aggressively market custom FSFs to businesses (also, faith groups and private schools), especially in the Twin Cities and Silicon Valley. As our listings grow, begin marketing FSFs in those key cities as well.
8. More consciously and consistently pursue revenue-producing partnerships, including with social service agencies, museums, libraries, hospitals, etc. using existing programs and customizing services. Think outside the box for partnership possibilities.

Measures of success:

- At least 70% of ongoing costs will be covered by reliable funding sources.
- DGT will have three months or more of cash on hand, based on current budget.
- DGT will have 15-25% annual income growth for the next three years.
• DGT will receive a letter grade each of the next three years: A (all three measures accomplished), B (two of the three measures accomplished), C (one of three measures accomplished), F (none accomplished).

Goal V: Strive for excellence in personnel, partnerships and programming.

DGT strives to increase organizational effectiveness and develop a high-performing culture throughout the organization to achieve excellence, increase revenue and maximize impact. We are committed to the highest quality of engaged and committed staff, board members and volunteers, as well as strong, healthy, and mutually beneficial partnerships. We endeavor to make continuous improvement a way of doing business.

Strategies:

1. Pursue nonprofit excellence in management practices, ethical conduct, legal compliance, and public accountability.
2. Reorganize board committees and reconsider board responsibilities to maximize impact.
3. Seek out board members from diverse communities that bring specific skills needed to advance the organization.
4. Be certain all board members fully understand their legal and fiduciary responsibilities.
5. Have the board evaluate its own effectiveness as a governing body and as representatives of the community in upholding the public interest served by the organization.
6. Improve the Volunteer Coordinator experience and develop one or more of these volunteers into paid staff members.
7. Provide opportunities for DGT board members, staff, and volunteers to develop needed skills and professional competencies.

Measures of success:

Calculate Net Promoter Scores for each group of stakeholders (personnel, partners, program participants) by having them answer a single question annually (or as appropriate), using a 0-10 scale: How likely is it that you would recommend [DGT product/service] to a friend or colleague?

Diversity and equity lens

Equity and diversity is everyone’s shared responsibility. Our goal is to promote inclusive excellence through a commitment to intentionally reaching out to diverse families (including those who have traditionally been underrepresented), encouraging thoughtful reflection, and celebrating the strengths of a multicultural community. This focus will be integral to all our strategic goals.