**Three-Year Strategic Plan FY2019-2022**

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 and organizations 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.
* We make continuous improvement a way of doing business.

FY2019-2022 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. Adapt new and existing resources to be leveraged as licensing and co-branding opportunities and contract work tailoring reflection and learning tools for the specific missions of our partners.
2. Create and implement a robust marketing plan to increase the number of subscribers to DGT’s existing city listings.
3. Develop a prospect list and initiate relationships to expand our Family Service Fair collaborations with a variety of schools, businesses and other organizations in the Twin Cities (as well as schools in Miami) interested in hosting or sponsoring a Family Service Fair.
4. Create a mini-grant model to bring DGT Family Service Fairs to more low-income schools and community programs.
5. Nurture ongoing relationships with targeted content-drivers (bloggers, like-minded nonprofits, etc.) in core demographics and core cities.
6. Expand access to DGT tools and resources through new communication channels (e.g., video, webinars, podcasting), web and mobile-based technologies and other innovative approaches.
7. Expand use of Family Service Fair Manual through marketing around key dates (e.g., Take Your Child to Work Day, National Family Volunteer Day, Valentine’s Day, Thanksgiving) via Chamber of Commerce and School Districts.
8. Document the growth and formation of partnerships in Silicon Valley and Miami in order to create a model for eventual expansion in other key markets.

**Goal II: Identify and implement effective approaches and strategies that motivate families to make practicing kindness and helping others integral to their everyday lives.**

Research shows that raising compassionate, caring children improves the health of children, families, and communities. DGT recognizes that parents value these qualities but face barriers to prioritizing them, including little guidance, limited time, and increasing pressure to meet other markers of success. DGT will explore meaningful ways to inspire, engage, and deepen the commitment of families to the values of kindness, empathy, inclusion, gratitude, and civic responsibility in their children. Our success needs to be assessed in four ways: 1) how far-reaching our tools and materials are dispersed; 2) how effective we are at inspiring families to adopt DGT habits and activities as a lifestyle; 3) our ability to bring families back for more DGT resources; and 4) how many families we can engage as leaders or ambassadors for this mission in their own communities. We will collect the appropriate metrics to determine our impact.

**Strategies:**

1. Create Customer Journey Maps to drive the way families engage with DGT’s resources. This will result in more targeted messaging for families at every entry point, inspiring them to adopt DGT habits, including website visitors, FSF attendees, subscribers to the DGT listings and newsletter, and fans across DGT communication channels.
2. Consistently measure behavior change in families and children who use a variety of DGT resources.
3. Develop and implement a plan for expanding our Big-Hearted Families Membership Circle.
4. Update the Doing Good Together website to serve as a primary tool and resource for ongoing engagement.
5. Develop and implement strategies for engaging children at schools, faith groups, and other organizations as champions for acts of kindness and service within their families and communities.
6. Develop materials needed to reach diverse communities and focused audience segments (e.g. homeschoolers, grandparents, etc.).

**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. Continue to focus on maintaining a high-performing culture throughout the organization to achieve excellence, increase revenue, and maximize impact. This includes ensuring the highest quality of engaged and committed staff, board members and volunteers, as well as strong, healthy, and mutually beneficial partnerships.
2. As funds allow, invest in promotional opportunities that offer a high return on investment.
3. Identify and forge connections with individuals and organizations – including academics, writers, and other influencers – that give 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.
4. Create a culture of continuous learning and improvement by providing opportunities for DGT board members, staff, and volunteers to develop needed skills and professional competencies.
5. Develop and implement strategies to increase media attention.

 **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](https://www.mango.org.uk/Guide/TypesOfFunding), building financial [reserves](https://www.mango.org.uk/Guide/BuildingReserves), wise stewardship of resources, and strategically managing costs.

**Strategies:**

1. Utilize fundraising best practices and donor-centric messaging for individual contributors to meet DGT’s annual fund revenue goals.
2. Aggressively market custom Family Service Fairs and similar events to businesses, faith groups and private schools.
3. Pursue revenue-producing partnerships, including with social service agencies, museums, libraries, hospitals, etc. using existing programs and customizing services.
4. Develop and implement a comprehensive plan to offer sponsorships, as well as co-branding and licensing of DGT events, products and communications to a variety of organizations.
5. Develop a sustainable revenue model for the DGT city listings.
6. Implement volunteer management best practices to increase viability of Volunteer Listings Program.
7. Host two revenue-producing fundraising events annually: a family-friendly Festival of Giving in the fall and an adults-only event in the spring.
8. Develop a focused sales strategy to connect DGT with potential families, partners, donors, sponsors, and media.

 **Goal V: Build and maintain a strong, effective board of directors.**The Doing Good Board of Directors determines the mission and strategic direction of the organization; ensures adequate human and financial resources commensurate with DGT’s vision; and plays a critical role in monitoring DGT’s performance against the goals laid out in this plan.

1. Build an executive succession plan.
2. Assess board members’ skills and engage them in tasks, projects, and committee work that apply their expertise to advancing program work and the mission of DGT.
3. Continue to pursue excellence in management practices, ethical conduct, legal compliance, and public accountability by clarifying and formalizing best practices in all areas of nonprofit governance and management.
4. Seek out board members from diverse communities that bring specific skills needed to advance the organization.
5. Evaluate the board’s own effectiveness as a governing body and as representatives of the community in upholding the public interest served by the organization on an annual basis.
6. Adopt procedures to ensure successful implementation of the strategic plan and continue to monitor that regular and continuous progress is made.

**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.