



## Vision

By the end of 2015, the West Virginia Nonprofit Association (WVNPA) will be an established, sustainable organization that is seen as a valued partner for WV nonprofit organizations who want to strengthen their operations and leadership and connect both within the sector and with external resources. Members will feel part of a community and able to speak as part of a collective voice to influence key policies affecting the sector. WV's nonprofit sector will be a highly visible and valued part of the state's economic and community fabric.

## Mission

The WVNPA seeks to strengthen nonprofit organizations individually and the sector as a whole, catalyzing innovation, fostering a collective voice of its members, and increasing the reputation and influence of the nonprofit sector in West Virginia.

"You can do what I cannot do. I can do what you cannot do. Together we can do great things."

-Mother Teresa

## Letter to the Community

The West Virginia Nonprofit Association (WVNPA) is pleased to present an Executive Summary of our new three-year strategic plan. This plan was developed to recognize and respond to challenges and opportunities of thousands of mission-driven nonprofit organizations throughout West Virginia.

The theme for our three-year plan is "Serving Nonprofits. Strengthening West Virginia." This theme reflects the core message of our plan, which defines actions and commitments to empower organizations so they fulfill their missions, overcome challenges and meet community needs.

### The WVNPA focuses on four overarching functions:

1. Provide a regionally delivered training platform that is developed according to the needs of the sector and each region.
2. To serve as a gateway for accessing a wide range of benefits and services that strengthen individual organizations and, in turn, a platform for agencies and other service providers to reach nonprofits.
3. To catalyze new thinking, best practices, and excellence in operations, planning, and achieving results.
4. To advance the nonprofit sector in the public's eye, both building awareness and public support for the importance and work of nonprofits, and bringing a voice to the policy arena.

Our new strategic plan is a milestone in our approach to nonprofit delivery of services and products. It is based on our association values, and it defines goals and outcomes to shape a culture of quality and responsiveness.

Working together, we can have a much greater impact. Please look for updates on our strategic plan implementation on our website and social media pages. Great things are in store for West Virginia's nonprofit community.

Respectfully,

*Laura Lee Haddad*  
Laura Lee Haddad



# What are our GOALS and OUTCOMES for the next three years?

	FUND DEVELOPMENT	MEMBERSHIP	PROGRAMMING
GOALS	Diversify and sustain revenue for life-long success of the WVNPA.	Grow the WVNPA membership.	Provide quality curriculum and resources that promote and support "WVNPA Principles and Practices for Nonprofit Excellence."
OUTCOMES	<p><b>Establish Revenue Generation Plan</b></p> <p>Establish a revenue generation plan to serve the next three to five years based on funding source and percent of budget by December 31, 2015.</p>	<p><b>Cultivation</b></p> <p>Identify and implement at least five cultivation activities.</p>	<p><b>Principles and Practices Curriculum</b></p> <p>Develop curriculum for at least two principles each year as indicated by the online assessment tool/regional evaluations.</p>
	<p><b>Implement Revenue Generation Plan</b></p> <p>Implement the revenue generation plan by taking action on each funding source with specific plans to engage prospects, investors and fees for service programs by January 1st every year.</p>	<p><b>Recruitment</b></p> <p>Recruit at least 50 new members per year.</p>	<p><b>Expert Resources</b></p> <p>Create a list of content experts to provide consultation on each principle.</p>
	<p><b>501-C3</b></p> <p>Achieve a stable financial position in order to move toward the goal of becoming an independent 501-C3.</p>	<p><b>Retention</b></p> <p>Maintain at least an 80% retention rate.</p>	<p><b>Principles and Practices Awareness</b></p> <p>Develop awareness campaigns targeting nonprofits in all 9 regions, a minimum of 25 investors and 3 to 5 government entities</p>