



Advancing the Sector Forward



A message from DANA President

Sheila Bravo

As I write this summary of 2019, we are in the middle of a pandemic, economic softness and calls for racial justice. 2019 feels like a lifetime ago.

A Strong 2019 for the Nonprofit Sector:

DANA and the nonprofit sector ended last year on a strong note. Delaware was expecting sizeable revenue growth with potential state investment in critical social issues important to DANA members. DANA expanded its education programs with two board chair-CEO leadership sessions; three fundraising fellowships for small nonprofits underwritten by the CenDel, Carl M. Freeman and Kenny Family foundations; and a yearlong learning series on diversity, equity and inclusion launched by our 2019 annual conference underwritten by JPMorgan Chase. With the generosity of several foundations, DANA was able to offer consulting services for their grantees at half the traditional fees. Many nonprofits participated, updating their strategic plans, evaluating their leadership succession, and exploring new funding. DANA brought together public policy leaders to regularly update legislative issues. DANA also participated in statewide planning for the 2020 Census with a focus on hard-to-count populations. With new team members, DANA looked to innovate and expand. We opened an office in Milton, DE, in September. We solidified two partnerships to bring new services to Delaware in 2020: a pilot board placement program in Wilmington and outcome evaluation services. And we began a strategic planning initiative to explore ways to improve how we help nonprofits flourish. I am very proud of the DANA team and board of directors that led these successes to support Delaware nonprofits.

The Change that 2020 Has Brought:

Although this annual report is about fiscal 2019, I can't help but reflect on the past four months. We knew that change occurs much more rapidly than it did five, 10 years ago. We knew that technology was accelerating that change - bringing global communities together with innovation and new ideas to influence our strategies for community impact. What we didn't know is how fast a pandemic can force us to change how we operate, connect with others, and pivot our service offerings. When the pandemic hit, it was an incredible feat for nonprofit leaders and staff to move to remote locations almost overnight. We were successful because we did it together. Our ability to respond to the health crisis, double-digit unemployment, increased demand for food and shelter, was made possible because nonprofit, philanthropy and government leaders worked together to quickly find solutions. That is what it means to be part of an alliance. We may have different missions and serve different populations, but we all believe that our work together will make Delaware communities better.

The outcry for racial justice and equity only strengthens our need to work together and change the systems that have oppressed those with black and brown skin. DANA paused its planning to reflect on how COVID-19 and the imperative for racial equity will steer the Delaware nonprofit sector and DANA's work. Our conversations are helping to shape a new narrative on what Delaware nonprofits need to thrive, not just survive. We thank the nonprofit, philanthropy and government leaders who have joined DANA staff in these discussions. **We look forward to working together to rise above this trying time and move Delaware forward.**

2019 at DANA Learning & Growing





9.2 Out of 10

Quality of DANA Workshops



Recognitions: Appointed on CENSUS 2020 Complete Count Commission & DHSS Restructuring Task Force

DANA Engagement

		2016	2017	2018	2019
	Membership Total # Organizations	360	357	373	378
572	Consulting Total # Engagements	60	62	82	82
	Annual Conference on Diversity, Equity & Inclusion	277	312	320	184



Social Media Interactions

Followers/Subscribers



3

Organizational Strength Grants/Alliance/Gifts



Member Satisfaction

Members returned for additional consulting engagements

20%

Annual Report Financials 2019

Assets Liabilities **Net Assets** \$595,708 \$53,611 **\$542,097**

Revenue

Membership

Programs

\$1,140,644

\$741,340 \$100,308 \$298,589 *Some grants received will cover 2020 programs

Expenses

Programs Fundraising Management & General

S

\$818,788 \$667,988

Grants & Donations*

\$30,282 \$120,518

DANA Impacts Delaware Breast Cancer Coalition, Wilmington, DE

DANA training gets organization back on track

Our Mission: The mission of the Delaware Breast Cancer Coalition Inc. is to empower our community by raising awareness of breast health through outreach, education and support, to facilitate the early detection and treatment of breast cancer.

Our Vision: The agency's vision is to create a community where every person diagnosed with breast cancer becomes a survivor, and fear and doubt are replaced with knowledge and hope. DBCC supports the National Breast Cancer Coalition's advocacy efforts to end breast cancer.

Our Story: Since 1991, the coalition has been Delaware's most-trusted breast cancer resource. In 1997, DBCC became a 501(c)(3) nonprofit organization serving to raise awareness of breast health in Delaware through outreach, education and support to facilitate early detection and treatment of breast cancer. DBCC's staff has grown to 17 full- and part-time employees. It has offices in New Castle, Kent and Sussex counties.

DBCC's statewide programs focus on providing comprehensive care, beginning with outreach and breast health education; identifying women to be screened; screening; providing peer mentor support; educating about clinical trials; and advocating to end breast cancer. Unlike other programs that focus on a few aspects of breast health or a limited region, DBCC embraces a total approach to preventive care that addresses the unique needs of each area. Staff who are fluent in Spanish and Haitian Creole help community members by eliminating language, financial and other barriers that might bar access to health care.

DBCC improves the quality of life and health for people and communities across the state. In the past fiscal year, the organization reached 3,423 people through presentations and community events and coordinated 847 mammograms and cervical tests through our Women's Health Screening program. This year, DBCC provided almost \$70,000 in assistance to those in treatment who experienced financial challenges. DBCC has developed and implemented programs tailored to the unique needs of different populations, including



young women with breast cancer, African American women, Latinas, lesbians and women with disabilities.

How DANA Supports Us: DBCC has been a member of DANA for more than 15 years. DANA is a great resource for nonprofit best practices, policy examples, resources and advocacy. We turned to DANA for board leadership resources, personnel policy, job description examples and nonprofit advocacy support.

For the past two years, I have served as the interim executive director, coming out of retirement, after my replacement left the agency. DBCC experienced many staff changes and funding shifts. I turned to Sheila and staff for help to address DBCC's mission, program priorities and funding. We hired DANA to develop a new three-year strategic plan and board leadership training. The relationship and training from DANA put DBCC back on track.

The strategic plan is completed, a new executive director is in place and the board is operating as a cohesive group. DBCC was selected for several nonprofit opportunities, including BoardLead, through DANA's collaborations. This helped us identify two new board members from companies we could not access to solicit board members, increasing our board diversity and leadership.

Today, with support from DANA and CEO Sheila Bravo, including consulting and advocacy, DBCC remains the only organization in Delaware focused solely on breast health for the women and men who live here.

Vicki Cooke, former executive director



Capital Ringers ring in changes with help from DANA

Our Mission: For 15 years, our mission has been to educate and entertain the community through the unique and innovative performance and instruction of English handbells and hand chimes. That remains CRI's purpose – to educate while entertaining. But its mission has broadened to reach wider audiences by inspiring hearts and minds through the power of music.

Our Vision: The vision of Capital Ringers Inc. is "People Sharing Dynamic Music Experiences." Our values include teamwork, preparation, commitment, creativity, integrity, excellence, hard work and fun.

Our Story: On April 25, 2004, founder and Artistic Director Linda Simms met with local church handbell ringers in Kent County, Del., to gauge interest in establishing a community handbell ensemble to perform challenging secular music. Capital Ringers was formed soon after. CRI established nonprofit 501(c)(3) status in 2005. The group borrowed equipment from a local church until 2007, then began acquiring handbells and hand chimes. CRI owns the largest set of handbells and hand chimes on the Delmarva Peninsula. The group was centered in Dover until a move to Lewes in Sussex County in January 2019. In one year, membership grew from 28 ringers and tech crew to 40. The two ensembles gained 13 new ringers at the January 2020 orientation.



How DANA Supports Us: We have been a DANA member for almost two years, joining in summer 2018, and DANA has supported our organization in the areas of board governance and strategy.

As a growing performing arts nonprofit, CRI leaders realized the need to move from a founder-based organization with a solid past to board-based governance with broader horizons. CRI recognized it needed help in succession planning, board development, marketing, fundraising and other areas. While the organization was functioning well, CRI leaders could see that with additional knowledge and skills, operations could be much stronger. DANA had the expertise and the leadership.

CRI took part in two DANA programs in the past year. Two CRI members participated in the three grant fellowship seminars partly funded by the Freeman Foundation for Sussex County nonprofits. It was here that CRI leaders began to see that while CRI's first 15 years had laid a solid foundation, growth required restructuring. CRI had been talking with DANA consultants to determine the organization's greatest needs. The two strategic planning sessions held during winter 2020 helped CRI develop a new mission, vision and articulate the group's values. CRI leaders used their new knowledge, skills and tools to restructure its board, create new committees and support teams, and write new bylaws based on a DANA model to support the changes. This was ratified by CRI's membership at its June 28, 2020, annual meeting.

While we have much work ahead, we would not be where we are without DANA who gave us the knowledge and skills to create a more effective board structure, committees and support teams to better support CRI's new mission. DANA has helped us streamline day-to-day operations and clarify roles and responsibilities. We have begun our growth toward greater sustainability guided by the Standards of Excellence. CRI thanks DANA for helping us reach this point. We look forward to learning, growing and sharing what we've learned as part of the DANA family.

Mimi Dupont Ed.D, president

CAMP Composite Center Cente

DANA provides support, expertise to CAMP Rehoboth

Our Mission: CAMP Rehoboth is a 501(c)(3) nonprofit community service organization dedicated to creating a positive environment inclusive of all sexual orientations and gender identities in Rehoboth Beach and nearby communities.

Our Vision: We create proud and safe communities where gender identity and sexual orientation are respected. We seek to promote community well-being on all levels; to foster the development of community groups; to develop community space; to promote human and civil rights; to work against prejudice and discrimination; to lessen tensions among the community at large; and to help foster the area's economic growth.

Our Story: CAMP Rehoboth was founded by Murray Archibald and Steve Elkins and an organizing team of volunteers in 1991. Steve Elkins served as executive director, a post he held until his death in 2018. Murray Archibald has been CAMP Rehoboth board of director's president until 2018. In 2019, CAMP Rehoboth hired a new executive director, David Mariner. As the organization grew, it continued to live up to its mission by supporting the arts, developing health programs, fighting discrimination, promoting political awareness, hosting sensitivity training, and developing good relationships with the local media, police, government and community.

How DANA Supports Us: CAMP Rehoboth has been a member of DANA since 2014. That first year we worked with a DANA consultant on achieving board excellence. We focused on one area of opportunity and developed a strategic plan that served us well for many years.

We had several reasons to join DANA. CAMP Rehoboth sought to deepen its understanding of nonprofit and board best practices to become a better organization. DANA offered many valuable workshops and, by participating, CAMP Rehoboth improved its grant proposal writing and was better able to tell our story through our financials. DANA kept us informed on legislative issues. CAMP Rehoboth stood with DANA on the steps of Legislative Hall as it advocated on our behalf.



2018 brought challenges with the loss of our co-founder and executive director. DANA was there to guide CAMP Rehoboth through its transition. DANA engaged the board, staff and community to discuss our future. This included individual interviews, focus groups, a community forum, a board retreat and an online survey. More than 500 people had a voice in the planning process.

DANA Chief Executive Officer Sheila Bravo facilitated several board sessions that led to a new strategic plan approved in March 2019. This plan provided insight to the board on the ingredients needed to move CAMP Rehoboth forward as it transitioned to new leadership. At a fall retreat, DANA kept the staff and board focused on outcomes, measuring progress, modifying strategies and confirming that the right resources are deployed.

Last year also focused on board governance. DANA advised us on board composition and policy, coaching the executive director on board practices to shift from operations to governance and planning. DANA helped develop a succession strategy for officers and committee chairs; provided considerations for executive leadership transition; and offered support as we revised our committee structure, officer roles and implemented a governance committee.

Through the years, DANA has been there as a partner to provide support and expertise as CAMP Rehoboth has grown and developed. We are a stronger organization today because of DANA's support.

David Mariner, executive director

DANA Board of Directors

Dominic Canuso (Treasurer) WSFS Bank Craig Crouch (Chair) Kent-Sussex Industries **Melanie George Smith Better World Strategies** Patti Grimes (Vice Chair) Carl M. Freeman Foundation Dr. Vita Pickrum **Delaware State University** Joanne Reilly **Community Leader** Patricia Rivera Hook PR & Marketing Charles Vincent (Secretary) Spur Impact Vickie Young Beam Cover & Rossiter **Richard Murad** Wilmington Trust **Fay Blake** Pathwavs to Success Jennifer Cho Barclays

Our Mission

As the leader of the nonprofit sector, Delaware Alliance for Nonprofit Advancement's mission is to strengthen, enhance, and advance nonprofits and the sector in Delaware through advocacy, training, capacity building and research.

Our Vision

The quality of life for Delawareans will improve because nonprofits are delivering on their missions efficiently and effectively. Delaware Alliance for Nonprofit Advancement will be the leader of the nonprofit sector, recognized for providing skills leadership, convening leadership and voice leadership for the sector.

Our Values

- Envision and lead to a better future
- Serve with integrity based on best practices
- Respect the diversity of all

DANA Staff

Sheila Bravo President and Chief Executive Director

Jenni Brand Vice President of Marketing & Communications

Mel Carney Office Manager

Tony Ferlenda Director of Consulting Melissa Hopkins Executive Vice President of Sector Advancement

Nyia Rennalls Engagement Manager

Josh Solge Sector Advancement Research Assistant

Paul Stock Executive Vice President of the Excellence Academy

2019 Annual Report

2019 DANA Members

Nonprofit Members

2 Fish Home Renovations 21st Century Fund for Delaware's Children 2nd District Neighborhood Planning Council 321 foundation A Better Chance for Our Children Inc. A Door of Hope Pregnancy Center Ability Network of Delaware Adont-A-Family AIDS Delaware Alzheimer's Association American Legion Ambulance Station 64 Inc Andy's Friends ARK Educational Consulting Inc. Art Therapy Express Program Inc. Ascend: Leadership Through Athletics ASPIRA of Delaware Inc atTAcKaddiction Autism Delaware Inc. **Beau Biden Foundation** Bellevue Community Center Better Business Bureau of Delaware Big Brothers Big Sisters of Delaware Biggs Museum of American Art Bike Delaware BlindSight Delaware Boys & Girls Clubs of Delaware Brain Injury Association Of Delaware Brandywine Counseling & Community Services Inc. Brandywine Valley SPCA Brandywine Village Civic Association **BTL** Foundation International Services Cab Calloway School Fund CAMP Rehoboth Cancer Care Connection Inc. Cancer Support Community Delaware Inc. Cape Henlopen Senior Center Capital Ringers Inc. Cardinal Opportunities Carl M. Freeman Foundation Cathedral Choir School of Delaware Catholic Charities Center for Community Research and Service Center for Growing Talent by PMA Champions for Children's Mental Health CHEER Inc. Child Inc. Children And Families First Delaware Inc. Children's Beach House Inc. Choices for Community Living Christina Cultural Arts Center Inc. Claymont Community Center Claymore Senior Center Inc. Clear Space Theatre Company **Coastal Concerts** Colonial Chapter: Paralyzed Veterans Of America Colorful Inc. Community Communications Corporation Inc. Community Education Building Community Legal Aid Society, Inc Community Resource Center Community Service Building Corporation **Connecting Generations** Connections CSP

ContactLifeline Inc. Creative Coastal Connections Corp Delaware Academy of Science Delaware Adolescent Program Inc. Delaware Art Museum Delaware Arts Alliance Inc. Delaware Association for Adult and Community Educators (DAACE) Delaware Association for the Education of Young Children Delaware Botanic Gardens at Pepper Creek Delaware Breast Cancer Coalition Delaware Center for Health Innovation Delaware Center for the Inland Bays Delaware Charter Schools Network Inc. Delaware Children's Museum Delaware Coalition Against Domestic Violence Delaware Coalition Against Gun Violence Educational Fund Delaware Coalition for Open Government Delaware Community Reinvestment Action Council Inc. Delaware Council On Gambling Problems Inc. Delaware Dance Company Delaware Division of Libraries Delaware Division of the Arts Delaware Dreams Inc. Delaware First Media Corporation Delaware Foundation for Science and Mathematics Education **Delaware Friends Foundation** Delaware Futures Inc Delaware Greenways Inc. Delaware Guidance Services For Children & Youth Delaware Historical Society Delaware HIV Consortium Inc. Delaware Hospice Inc Delaware Humane Association **Delaware Humanities Forum** Delaware Institute for the Arts in Education Delaware Interfaith Power and Light Delaware Kids Fund Delaware Library Association Delaware Psychological Association Delaware River and Bay Lighthouse Foundation Delaware Shakespeare Festival Inc. Delaware Sports Commission Delaware State Chamber of Commerce Delaware State Parks **Delaware Strong Families** Delaware Sustainable Energy Utility Delaware Symphony Orchestra Delaware Theatre Company Delaware Volunteer Legal Services Inc. Delaware Zoological Society Inc. Delmarva Christian School Delmarva Clergy Del-Mar-Va Council Boy Scouts of America Delmarva Poultry Industry Inc. Delta Outreach and Education Center Inc. Development & Research Innovations Inc. DFRC Diamond State Community Land Trust DMHOA

Dover Interfaith Mission for Housing Down Syndrome Association of Delaware Downtown Dover Partnership Duffy's Hope Inc. Easter Seals Delaware & Maryland's Eastern Shore Inc. Eleutherian Mills-Hagley Foundation Inc. Epilepsy Foundation of Delaware Fair Hill Environmental Foundation Faith Presbyterian Church Faithful Friends Animal Society Family Counseling Center of St. Paul Family Promise Delaware Family SHADE Fathers Mentoring Fathers Inc First State Ballet Theatre Inc. First State Community Action Agency Inc. First State Robotics Inc. First State Squash Forgotten Cats Inc. Foundation for a Better Tomorrow Fraim Center for Active Adults Freedom Center for Independent Living FreeLee Foundation Fresh Start Scholarship Foundation Friends of Bellanca Airfield / Bellanca Airfield Museum Friends of the African Union Church Cemetery Friends of Wilmington Parks Ft Miles Historical Association Fund for Women GIFT Girl Scouts Of The Chesapeake Bay Council Inc. Girls Inc. of Delaware Good Neighbors Home Repair Goodwill Industries Of Delaware & Delaware County Grace for Dover dba Arise Delaware Greater Lewes Community Village Greenbank Mill and Philips Farm Habitat For Humanity of New Castle County Harrington Senior Center Healthy Foods for Healthy Kids Helpersaide Historic Lewes Farmers Market Home of the Brave Foundation Housing Alliance Delaware I Am My Sister's Keeper Immanuel Shelter & Code Purple Sanctuary, Inc In Trust Center Innovative Community Living Inc. Integrative Care Delaware; Center for Health and Research Interfaith Community Housing of Delaware, Inc ITN Southern Delaware Inc. Jester Artspace Jesus House Prayer and Renewal Center Jewish Family Services Of Delaware Inc Jewish Federation of Delaware Joshua M. Freeman Foundation Junior League Of Wilmington Inc. Kay's Foundation Kel's Bells Charity Kenny Family Foundation Kent County Tourism Corporation Kent Sussex Industries Inc.

Kind to Kids Foundation Kingswood Community Center Inc. La Esperanza Inc. La Red Health Center Inc. Latin American Community Center Inc. Leadership Delaware League Of Women Voters Of Delaware League of Women Voters of New Castle County Legal Servcies Corporation of Delaware Light Up The Oueen Foundation Limen House Inc. Literacy Delaware Inc. Lutheran Community Services Inc. Make-A-Wish Meals On Wheels Delaware Medical Society of Delaware Mélomanie Mental Health Association in Delaware Mid-County Senior Center Middletown Area Chamber of Commerce Foundation Milford 2nd Street Players Inc. Milford Housing Development Minds Over Matter Initiative Ministry of Caring Mispillion Art League Missions for Life Inc. Modern Maturity Center Montessori Works MOT Senior Center Mt. Cuba Center Muscle Movement Foundation Music School of Delaware NAMI Delaware Nanticoke Health Services Foundation Nanticoke Senior Center Inc. Nativity Preparatory School of Wilmington NCALL Research Inc. NCCBOR NEAIR Neighborhood House New Candlelight Productions New Directions Delaware Inc Newark Arts Alliance Newark Day Nursery Association Inc. Newark Senior Center Newark United Methodist Church Old Swedes Foundation/Historic Site OperaDelaware **Opportunity Center (ServiceSource)** Osher Lifelong Learning Institute at the University of Delaware in Kent and Sussex Counties Parent Information Center of Delaware Pathways to Success Inc. PAWS for People People to People International Delaware Chapter People's Place II Inc. Pershing Foundation Philanthropy Delaware Planned Parenthood Of Delaware Police Athletic League of Delaware Pressley Ridge Primeros Pasos (First Steps) Inc. Project New Start Inc. Read Aloud Delaware Reading ASSIST Institute Rehoboth Art League Inc. Rehoboth Beach Film Society Rockwood Park Preservation Society

Rodney Street Tennis & Tutoring Association

Ronald McDonald House Of Delaware Inc. Rose Hill Community Center Round of a Lifetime Saint Francis Healthcare SCAOR Community Service Foundation SCORE Delaware Seamen's Center of Wilmington Inc. Seaside Jewish Community Serviam Girls Academy Inc Serviam Media Inc. / Dba Hearts & Minds Film Seven ESPTSPL Group Sharpshooters Elite Basketball Siegel JCC Slaughter Neck Community Action Agency Slavka's Dream Ltd. Smyrna-Clayton Heritage Association & Opera House SOAR (Survivors of Abuse in Recovery Inc.) Soiourners' Place Southern Delaware Therapeutic & Recreational Horseback Riding Inc. (SDTRHR) Special Olympics Delaware Spur Impact Association St. John's Community Services St. Martha's Episcopal Church St. Patrick's Center Inc. St. Peter's Episcopal Church Strive: How You Lead Matters Suicide Resistance Foundation- Solidarity With Avla Sunday Breakfast Mission Sussex County Habitat for Humanity Sussex County Health Coalition Tech Impact The Academy of Sleep and Wellness The Delaware Center for Horticulture The Delaware Contemporary The First Chapter Sunshine Living The Grand Opera House The Hospitality School The Jefferson School The Lewes Historical Society The Salvation Army The SmartDrive Foundation The Trauma Survivors Foundation The Way Home Tractors for Our Daily Bread TRIAD Addiction Recovery Services Trustees of Color United Cerebral Palsy of Delaware Inc. United Way Of Delaware Inc. Urban Bike Project of Wilmington Inc. Victims' Voices Heard Inc. Wilmington Drama League Wilmington Head Start Inc. Wilmington HOPE Commission Wilmington Montessori School Wilmington Renaissance Corporation Wilmington Senior Center Inc. Winterthur Women Of Courage Inc. YMCA of Delaware YWCA Delaware Inc

Associate Members

Allen Insurance Group Barbacane, Thornton & Company Belfint, Lyons and Shuman, CPA Castor Air 2 Electricity & Water Solutions Inc. Cover & Rossiter Delaware Supermarkets Inc. Denhardt Consulting LLC East Coast Property Management Faw Cassan Gorges & Co. Gunnip & Company CPAs Insurance and Financial Services Limited Maillie LLP Mallard Financial Partners Inc. Martel Inc. Mutual Of America Nonprofit Business Solutions Santora CPA Group SC Associates Tax & Accounting SofterWare Inc Springfield College Wilmington SSD Technology Partners Sun East Federal Credit Union Svllabi Communications, LLC Tapp Network The Detwiler Group Wheeler Wolfenden & Dwares, CPA Whisman Giordano & Associates LLC Your Part-Time Controller

Emerging Nonprofits

A Father First Akers Gym for Kids aWave of Healthy Meals Bayside Prep Coatesville Kids to College Delaware Hearing Connection Do Gooders Hero Housing: Delaware Foundation Hispanic American Association of Delaware M.O.V.E. One Inc Natural Harbor Farm Natural Healthcare Inc. Rodney Square Conservancy Sparsile Dance Company The After School Project Inc.

Individual Members

Aaron Schulenburg Ann Barbarin Brian Winslow Carolyn Bray Charlene Stiner Christian Hudson Christopher Willis Jim Carrington Marika Schoolar Michael Clarke Michele Schiavoni Ouida Joi Cooper-Rodriguez Phoebe Bryant Susan Sherk Tom Thunstrom

DANA Alliance Partners



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