



# **DREAM FACTORY**

## **The Dream Factory® Inc. 2018 - 2021 Strategic Plan**

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## **I. MISSION**

The mission of The Dream Factory, Inc. is to grant dreams to children diagnosed with critical or chronic illnesses who are 3-18 years of age. To fulfill this mission, the corporation must continually pursue new ways of doing business to insure we can continue to provide our services to the children and communities which we serve. The intent of this 3-year strategic plan is to help the entire organization grow and succeed. While implementing this plan will impact the entire organization, the Executive Committee will be responsible for executing the strategies and initiatives agreed upon and evaluating the progress and success of these strategies and initiatives each year.

## **II. CALL FOR ACTION**

Each year, the Executive Committee (EC) assesses the performance of the Dream Factory organization and adjusts organizational plans to ensure we continue to be the most effective wish granting organization possible. The EC determined the Long Range Planning (LRP) committee, created in 2011 for this purpose, should make strategic recommendations to guide the organization over 3 year periods. It had been 3 years since the last strategic plan was developed. The driving forces to develop a new plan were both financial and organizational. Since the last strategy was developed, the external non-profit environment has changed greatly, marked by unprecedented economic and financial uncertainty. The maintenance of our “grassroots” all-volunteer organization has also been stressed due to the growth of the organization and continued demands on the time of volunteers. This requires increased coordination with all chapters as well as improved information sharing and communications. Surveys and feedback received from all volunteers and staff revealed our all-volunteer base is an organizational strength and the need exists for improvements in the areas of Marketing, fund raising, communication, and organizational effectiveness.

In order to attract more financial supporters and to meet performance standards established by Charity Navigator (a well-recognized non-profit assessment organization), the LRP committee selected a revenue and expense growth strategy. The growth the organization has enjoyed over the past 38 years is a direct result of the outstanding work of our chapter leadership and volunteers, the National Headquarters staff, as well as the business and civic leaders in the communities in which we serve.

It is essential for our organization to be committed to this 3-year strategic plan if we are to make sustained systemic improvement. The success of the organization rests in large measure on the commitment of our volunteers to carry out the recommended work summarized in this plan.

### **III. VISION STATEMENT**

The Dream Factory Inc. is committed to being the premier wish-granting organization of choice. This will be achieved by:

- 1) Maintaining financial stability by growing gross revenues and program services by at least 5% each year through an integrated, diverse resource development program.
- 2) Growing and maintaining effective marketing and public relations programs, building long-lasting alliances within the healthcare and business communities which we serve.
- 3) Maintaining an efficient and dedicated human resource all-volunteer base to enable and drive the Corporation's mission and strategic plan.
- 4) Maintaining and efficiently utilizing information technology enablers.
- 5) Maintaining a high level of organizational effectiveness.

### **IV. STRATEGIES & INITIATIVES**

**STRATEGY #1 – Maintain financial stability by growing gross revenues by at least 5 % each year through an integrated, diverse resource development program.**

**Strategy 1.1: Modify grant writing focus to support operating revenue.**

**Initiative 1.1.1: Research and benchmark other organization to identify individuals and foundations supportive of children causes.**

**Initiative 1.1.2: Establish an internal foundation database, which includes potential annual grant givers as well as previous grant givers.**

**Strategy 1.2: Identify, establish, and maintain new sources of income.**

**Initiative 1.2.1: Establish multi-year goals for an annual (or multiple) national and/or chapter direct mail solicitation campaigns**

**Initiative 1.2.2: Establish benchmarks and goals for national and chapter on-line giving.**

**Initiative 1.2.3: Research and solicit corporate donations, not cause-related marketing partnerships, from corporations that have contributed to the organization in some manner in the past.**

**Initiative 1.2.4: Design, produce, and distribute new promotional material to reflect the growth and efficiency of the organization to be used in fund-raising efforts.**

**STRATEGY #2 - Grow and maintain effective marketing and public relations programs, building long-lasting alliances within the healthcare and business communities which we serve.**

**Strategy 2.1:** Always maintain a 4-star Charity Navigator and acceptable (20/20) Better Business Bureau rating.

**Initiative 2.1.1:** Continue meeting all Charity Navigator criteria.

**Initiative 2.1.2:** Complete annual Organizational Effectiveness report to fully achieve all Better Business Bureau criteria.

**Strategy 2.2:** Develop effective Marketing presentations and campaigns to enhance The Dream Factory brand.

**Initiative 2.2.1:** Update core marketing presentation and material that can be tailored to individual and corporate donors.

**Initiative 2.2.2:** Develop and rollout-cause related marketing campaigns.

**Initiative 2.2.3:** Encourage use of marketing plan aimed at soliciting participation of high schools/colleges.

**Initiative 2.2.4:** Encourage use of marketing material available under the “Factory” tab on the volunteer side of our national website.

**Strategy 2.3:** Secure the personal commitment of 1 nationally recognizable Dream Factory ambassadors, having significant fan and/or financial backing.

**Initiative 2.3.1:** Pursue mutually agreeable opportunities with influential members of the community that have previously expressed interest in the mission of the Dream Factory or similar causes.

**Initiative 2.3.2:** Research and recommend approaching 6 potential ambassadors by 2021.

**Initiative 2.3.3:** Approach and enroll 1 new ambassador by 2021.

**Strategy 2.4:** Leverage existing chapter sponsorships to increase the base of premier corporate sponsors.

**Initiative 2.4.1:** Develop guidelines to develop meaningful corporate and individual giving on an annual basis.

**Initiative 2.4.2:** Implement strategies & initiatives with current significant donors / sponsors that will expand the depth and productivity of the relationship and ensure retention.

**Initiative 2.4.3:** Establish mutually beneficial relationships with hotel chains, fast food companies, grocery stores, or businesses.

**STRATEGY #3 - Maintain an efficient and dedicated all-volunteer human resource base to enable and drive the Corporation's mission and strategic plan.**

**Strategy 3.1:** Attract and maintain a highly performing volunteer base.

**Initiative 3.1.1:** Provide development and contribution opportunities at the National level to exploit the talents at the Chapter level.

**Initiative 3.1.2:** Engage former dream children who will act as ambassadors and representatives in support of our strategies.

**Initiative 3.1.3:** Develop program to provide more recognition of volunteers.

**Strategy 3.2:** Continue succession planning review to insure and safeguard the efficient operation of key National and chapter positions.

**Initiative 3.2.1:** Develop a database of skills needed for volunteers and "job descriptions: for each volunteer role.

**Strategy 3.3:** Design, communicate, and maintain effective training manuals and tools for volunteers.

**Initiative 3.3.1:** Initiate SOP highlights monthly in WWWO@HQ newsletter to educate chapter volunteers and develop and distribute and acknowledgement form stating that the SOP has been received by the volunteer.

**Initiative 3.3.2:** Director of Program Services to develop, communicate, and design training videos in terms of planning different types of dreams including Give Kids the World dreams, non-GKTW Orlando dreams, Celebrity dreams, etc.

**Strategy 3.4:** Educate and update chapters on networking opportunities and best practice sharing.

**Initiative 3.4.1:** Continue to utilize national convention breakout sessions and national "What we are working on at HQ" newsletter to promote networking and best practice sharing.

**Initiative 3.4.2:** Continue updating and encouraging the use of the "Factory" section available to all volunteers on the national website.

**Initiative 3.4.3:** Continue to utilize MailChimp to send out mass e-mail contacts to volunteers who subscribe to receive news as a way to open the lines of communication and share opportunities, suggestions, announcements, and more.

**STRATEGY #4 - Provide the necessary information technology infrastructure and support to achieve the goals of our long-term strategy.**

**Strategy 4.1:** Continue to implement improvements to the current process of handling information to fall within HIPAA secure data guidelines.

**Initiative 4.1.1:** Encourage the use of the service Box for a secure process of sharing and viewing information.

**Initiative 4.1.2:** Analyze and project the resources and support required to effectively manage the information technology platforms and future long-range needs.

**Initiative 4.1.3:** Acquire pro bono services of an information technology professional to review current information technology platforms and provide suggestions for future long-range needs.

**Strategy 4.2:** Utilize social media network sources to promote our brand, solicit sponsorships and increase on-line giving.

### **STRATEGY #5 - Maintain a high level of organizational effectiveness.**

**Strategy 5.1:** Develop a long-range financial resource and staffing plan that ensures adequate support for the Corporation's structure and infrastructure priorities.

**Initiative 5.1.1:** Utilize resources available in Louisville to increase networking and best practice sharing.

**Initiative 5.1.2:** Identify new opportunities to expand use of non-paying internship program.

**Initiative 5.1.3:** Solicit grants to augment special needs as required.

**Strategy 5.2:** Hold all chapters accountable to established compliance criteria, in order to retain membership status in the organization.

**Initiative 5.2.1:** Continue to communicate and enforce individual chapter compliance criteria.

**Initiative 5.2.2:** Chapters to continue to provide National staff members with all monthly financial and informational requests within two weeks of request with the knowledge that a fine penalty is in place for delinquent chapters.

**Strategy 5.3:** Establish new and continually enhance existing organizational structures and processes.

**Initiative 5.3.1:** Continue frequent FC / EC / Board meetings throughout the year to maximum information flow and communications. Currently 4 meetings per year.

**Initiative 5.3.2:** Analyze and react to "actual vs. budget" results on a quarterly basis.

**Strategy 5.4:** Increase the number of dreams fulfilled annually by 5%.

**Initiative 5.4.1:** Identify chapters with negative or minimal growth and analyze for cause. Use these results to improve growth.

**Initiative 5.4.2:** Increase contact and exposure to hospitals, social workers, and other medical professionals.

**Strategy 5.5:** Increase the number of states in which we have chapters, from 18 to 20.

**Initiative 5.5.1:** Target states conducive to growth based on population and significant corporate sponsors.

**Strategy 5.6:** Modify membership of the Executive Committee to include people outside of the organization with a track record of good business experience through presidential appointees.

## V. Incremental Resources Required

Listed below is an itemized list of incremental financial resources required to accomplish the strategies included in this study. A long-term budget plan will prioritize and guide the work and help us accomplish the 3-year strategies and initiatives.

Strategy	Sub-Strategies	Incremental Resources (\$K)		
		2018/19	2019/20	2020/21
<b>1. Revenue Growth</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>2. Marketing</b>	<b>2.2 Marketing campaigns</b>	<b>5-10</b>	<b>0</b>	<b>0</b>
	<b>2.3 National Ambassadors</b>	<b>0</b>	<b>1-5</b>	<b>1-5</b>
	<b>2.4 National corporate sponsorships</b>	<b>0</b>	<b>2-10</b>	<b>0</b>
<b>3. Volunteer Base</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>4. Inform Technology</b>	<b>4.1 Box</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>5. Org. Effectiveness</b>	<b>5.1 Dream Count</b>	<b>0</b>	<b>1-10</b>	<b>0</b>
	<b>5.5 Increase # states where chapters exist</b>	<b>0</b>	<b>0</b>	<b>0-5</b>
	<b>TOTAL</b>	<b>7-12</b>	<b>4-25</b>	<b>1-10</b>

## VI. Progress Made in 2017/18

Strategy	Sub-strategy	Result
<b>1. Revenue Growth</b>	<b>1.3 New sources of income</b>	<b>Increased number of online donors as well as the establishment of cause-related marketing</b>
<b>2. Marketing</b>	<b>2.1 Charity Navigator rating</b>	<b>4-star rating maintained</b>
	<b>2.2 Marketing campaigns</b>	<b>Grant writing guide created</b>
		<b>Marketing guide created</b>
		<b>New annual report design and layout produced</b>
<b>5. Org. Effectiveness</b>	<b>5.6 Modify BOD membership</b>	<b>Reorganization restrictions identified</b>

## VII. Critical Success Factors

In order to attain the proposed strategies and initiatives, we must:

1. **Hold ourselves accountable to follow standard operating procedures, grow the number of children we serve and deliver the ultimate value for the funds entrusted to us.**
2. **Effectively communicate our goals, strategies and initiatives throughout the organization.**
3. **Ensure there is clarity and understanding throughout the organization regarding the roles and responsibilities of the individual chapters and the National organization.**
4. **Enhance and strengthen the partnership between the chapters and National organization to increase trust and collaboration.**
5. **Remain vigilant in protecting and enhancing our brand to increase awareness and funding.**
6. **Continue to align future strategies to a business model of raising funds and fulfilling dreams.**
7. **Ensure our efforts and focus elevates expectations, results and enthusiasm throughout the organization.**

## VII. Appendices



