

2018-2020 Strategic Plan

Mission PANO amplifies the impact of the community benefit sector through advocacy, collaboration, learning and support.

Vision PANO envisions vibrant, thriving communities where people reach their fullest potential.

- Values**
- **Collaboration:** We work as a team, internally and externally.
 - **Courage:** We try new things boldly—viewing “failures” as learning opportunities.
 - **Curiosity:** We ask good questions and listen well.
 - **Equity and Inclusion:** We seek to engage all people and organizations and in our work.
 - **Impact:** We focus on results that matter.
 - **Integrity:** We build trust by doing what we say we will do.
 - **Responsiveness and Flexibility:** We meet people where they are.
 - **Vision-Focused Decision Making:** We start decision making with the end goal in mind.

ADVOCACY	LEARNING	SUPPORT	COMMUNICATION	CAPACITY
Speaking up for the community benefit sector and empowering others to do so	A continuum of educational engagements that meet people where they are	Foundational services for community benefit organizations	Common messaging designed to increase appreciation for the community benefit sector	Revenue streams, staffing and infrastructure to support PANO’s strategic directions
Engage PANO members in multi-faceted public policy efforts	Intentionally build diversity, equity and inclusion into all learning efforts.	Develop a preeminent, online nonprofit resource library in Pennsylvania to benefit our members and enhance their impact	Rebrand PANO in a way that enhances member engagement through all communications streams	Ensure the financial stability of PANO
Formalize a proactive process for PANO’s advocacy efforts that is protective & supportive of the sector:	Reimagine and reassert the Standards for Excellence as a foundational program	Develop in-demand products and services for members to help them improve effectiveness and efficiency	Create a more responsive website	Intentionally engage in internal work around diversity, equity and inclusion with both board and staff
<ul style="list-style-type: none"> • Create a filter for polled issues • Identify issues proactively while also leaving room for issues the bubble up 	Continue to develop and grow regional programs in collaborative partnerships	Enhance and support the Nonprofit Help Desk	Intentionally build inclusion, equity and inclusion into all communication efforts	Ensure our infrastructure enables mission and vision achievement—including board committee structure and policy development
Develop a coalition of statewide agencies to advocate for Nonprofit Issues	Position the annual conference as a premier opportunity for participant learning, networking and collaboration	Grow Consultant Collaborative	Invest in measurement of our impact on members and the impact of the nonprofit sector in Pennsylvania	
	Enhance e-learning/online engagement	Create Interim Executive Director Program		

