



Arts advocates,

Throughout 2024, the Delaware Arts Alliance undertook a thoughtful process of revisiting the organization's mission and vision and articulating strategic priorities. As a result of this effort, and formally adopted by the Delaware Arts Alliance Board of Directors at their September meeting, we are proud to share below:

- A **refreshed mission and vision** that reaffirms the organization's direction and role in the ecosystem as the statewide arts advocacy nonprofit organization.
- **Comprehensive strategic priorities** that will serve as a guiding framework for the organization over the next 2-3 years, ensuring our continued impact carrying out our mission.

**Goals:** The DAA Board of Directors, in partnership with staff and consultants, underwent this process to:

- Build on the momentum of recent achievements and preparing for the opportunities ahead, including the implementation of the CREATE Plan and navigating shifts in political administrations
- Reflect the needs of the sector, as understood through the CREATE Plan research
- Maintain focus, as a small organization with two full-time staff members
- Enhance transparency with members, funders, and the public and
- Provide a tool for the Board of Directors to hold itself accountable and measure success

**The Process:** Input gathered from various stakeholder and methods included:

- Partnering with Impact Learning, LLC, to guide the process.
- Hearing from member organizations and government partners via survey about their perceived value and priorities of the DAA
- Leveraging the in-depth research and community input derived from the development of the CREATE Plan to understand the broader Delaware creative economy
- In-depth discussions with the Board of Directors, including a full-day retreat and development of a SWOT analysis for the organization.

We look forward to continuing this journey with you – as much of this work is already underway. As the DAA begins to put action plans in place to further advance these strategic priorities, please stay tuned for additional opportunities to get involved.

In partnership,

Neil Kirschling  
Delaware Arts Alliance Executive Director

A handwritten signature in black ink that reads 'Neil Kirschling'. The signature is written in a cursive style and is positioned below the printed name and title.



DELAWARE  
ARTS  
ALLIANCE

## Who We Are:

The Delaware Arts Alliance is the statewide arts advocacy organization and serves as the unifying voice for the arts.

## Mission/Purpose:

The Delaware Arts Alliance informs, empowers, and mobilizes our members, arts advocates, and policymakers to advance Delaware's vibrant creative economy for our citizens.

## Vision:

The Delaware Arts Alliance will be the trusted coalition-builder that champions a statewide culture of investment in the arts. The DAA will catalyze implementation of policies that advance a diverse creative economy, which will improve quality of life and address the civic, cultural, economic, educational, and social needs of Delaware's communities.

# STRATEGIC PLAN PRIORITIES

- 1** Maximize the Power and Engagement of DAA Membership.
- 2** Determine, Fund and Establish the DAA Infrastructure and Essential Processes.
- 3** Support Realization of the CREATE Plan through Communication, Convening for Action, and Catalyzing Implementation.



## Maximize the Power and Engagement of DAA Membership

### Membership Language

Update and demonstrate DAA value-add and expectations language for various types of members including nonprofit, for-profit, schools, individuals

### Communication Plan for Members and Prospective Members

Develop and execute a communications and engagement plan for members which includes timelines for events and activities

### Power Mapping

Develop member “power map” of relationships with elected officials/policymakers/key decisionmakers

### Membership Growth and Engagement

Measure membership engagement and continue to enhance through DAA communications and activities

Increase membership using a targeted approach

## Determine, Fund and Establish the DAA Infrastructure and Essential Processes

### Work Plan Development and Implementation

Develop work plans for the strategic plan priorities with deadlines and owners over the next 2-3 years

### Resourcing

Complete a capacity assessment to determine organizational resource needs over the next three years  
Develop a fundraising plan to finance capacity/talent and operational needs  
Fundraise to support capacity and operational needs

### Board Engagement

Establish ongoing processes to ensure board engagement, especially of newer members  
Leverage board talent and identify roles for board members including board- led committee structure

### Core Values

Define, establish and demonstrate the DAA culture with core values that are embraced internally and demonstrated externally

### Integrated Data Systems

Develop and update comprehensive, sortable data base system for members, legislators, funders and CREATE plan implementation

### Communication Plan

Develop and implement plan to update/refresh DAA materials for targeted audiences with refreshed mission, vision, and strategic plan

## Support Realization of the CREATE Plan

### Communication

**Public Awareness Campaign:** Develop and implement a public awareness campaign to educate the public, and government, civic, other leaders to understand the broad importance of the creative economy

**Capacity-Building:** Equip members and advocates to be champions through exposure and provide resource materials (talking points, 1 pagers, data), and direct trainings

**Storytelling:** Collect and communicate individual stories that demonstrate progress

### Catalyzing Implementation

**Advocacy Plans:** Develop advocacy plans and policy language for key recommendations DAA is in position to lead

- Based on political support, resources, potential impact
- That leverage our members

**Gubernatorial Transition:** Embed CREATE recommendations into transition priorities of new governor

**Arts and Culture Caucus:** Integrate CREATE recommendations into 2024 Policy Agenda

**State, County, and Local Implementers:** Support key implementing organizations (e.g. DDOA, DSB, Tourism offices, Chambers, County/city councils) to advance CREATE recommendations by providing insight and tools

### Convening for Action

**DAA Leadership:** Establish DAA internal decision-making process about priorities, monitoring, assessing, and evaluating progress; adapting with input from stakeholders

**“State of CREATE”:** Convene members and stakeholders in annual “State of CREATE” communicating progress, discussing issues, and offering calls to action advancing the CREATE Plan

**Responsive:** Be flexible to convene at strategic moments on key relevant issues

