



partners for
active living

Strategic Plan

July 2016 - June 2019



Mission & Vision

Mission:

Through policies, partnerships, places, and programs, PAL inspires a healthy and active Spartanburg county.

Vision:

PAL transforms Spartanburg County into a vibrant, connected, healthy community.

Goal Summary

- **Goal 1:** Increase the number of venues for outdoor activities by completing 15 continuous miles of trails in Spartanburg County and Forest Avenue park by June 2019.
- **Goal 2:** Improve health of students in 8-9 targeted schools based on benchmarks established by the Mary Black Foundation.
- **Goal 3:** Promote active living and community connectivity through ongoing programs.
- **Goal 4:** Increase unrestricted funds to 30% of the annual budget resulting in a 3-month operating reserve fund.
- **Goal 5:** Strengthen the effectiveness and inclusiveness of the Board of Directors to enable it to fulfill the mission.



● Goal 1

Increase the number of venues for outdoor activities by completing 15 continuous miles of trails in Spartanburg County and Forest Avenue park by June 2019.

Strategy 1: Secure \$4.2M funding to construct 15 miles of continuous trail

Objectives:

- a. All stakeholder groups reflected in Capital Campaign Committee.
- b. Committee members fully educated on how to conduct a capital campaign.
- c. Capital campaign plan, to include community awareness strategy targeting potential donors, developed and adopted by the Board of Directors.
- d. Funding for 15 miles committed by December 2017
- e. Evaluation measures developed and monitored to assess success of campaign.



● Goal 1

Increase the number of venues for outdoor activities by completing 15 continuous miles of trails in Spartanburg County and Forest Avenue park by June 2019.

Strategy 2: Expand strategic networking through the Trails Coalition to maximize collective impact and minimize duplication, overlapping efforts, and misperceptions about roles.

Objectives:

- a. Shared vision and measures agreed upon by Trails Coalition strategic networking members.
- b. Evaluation measures developed and implemented to monitor success of collective impact efforts.
- c. Communication plan developed, outlining roles of each network member.



● Goal 1

Increase the number of venues for outdoor activities by completing 15 continuous miles of trails in Spartanburg County and Forest Avenue park by June 2019.

Strategy 3: Complete Forest Avenue park and transfer the park to the City of Spartanburg.

Objectives:

- a. Concept and design of the park are finalized.
- b. Additional community support solicited.
- c. Needed capital funds generated, based upon agreed-upon design.
- d. Plan developed and agreement reached between PAL and City of Spartanburg to transfer the park to the city.



● Goal 2

Improve health of students in 8-9 targeted schools based on benchmarks established by the Mary Black Foundation.

Strategy 1: Fully implement and coordinate the Healthy Schools Initiative utilizing the Alliance for a Healthier Generation Framework.

Objectives:

- a. MOU executed with Mary Black Foundation.
- b. Plan developed to provide more intensive and longer-term programming in targeted schools to increase impact.
- c. Decision made regarding expansion to early childhood education in HSI.
- e. Evaluation measures developed and implemented to determine success of HSI.



● Goal 2

Improve health of students in 8-9 targeted schools based on benchmarks established by the Mary Black Foundation.

Strategy 2: Continue to support and expand partnerships through the Childhood Obesity Task Force.

Objectives:

- a. All stakeholders included in number of partnership members of the Childhood Obesity Task Force.
- b. One new initiative or policy developed annually to be continued by another group.
- c. Efforts supported to enhance physical activity and healthy living measures in early childhood settings.
- d. Evaluation measures developed and implemented to monitor success of initiatives and policy efforts.



● Goal 3

Promote active living and community connectivity through ongoing programs.

Strategy 1: Evaluate all programs, including Hub Cycle and BCycle programs, to determine mission-impact.

Objectives:

- a. All programs shown to have a high impact toward the mission.
- b. Management options identified for Hub Cycle and BCycle programs.
- c. Cost- efficiency options identified for both programs.
- d. Agreement reached by the Board of Directors to determine future of both programs.



● Goal 3

Promote active living and community connectivity through ongoing programs.

Strategy 2: Serve as a resource for the community on active living policies, procedures and infrastructure.

Objectives:

- a. Serve as an advocate for bicycle and pedestrian improvements in the City of Spartanburg in partnership with the City Bike/Ped Commission.
- b. Build faith-based partnerships focused on improving healthy eating and active living.
- c. Support Way to Wellville obesity prevention efforts: all City residents within a half mile of a place to be active and access healthy food.
- d. Promote and encourage volunteer-driven programming.



● Goal 4

Increase unrestricted funds to 30% of the annual budget resulting in a 3-month operating reserve fund.

Strategy 1: Develop and implement a comprehensive and diverse resource development plan to secure operational funding.

Objectives:

- a. Resource Development Committee membership expanded to include both board members and community members who can think strategically, develop RD plan, and oversee its implementation.
- b. Committee members fully educated on how to successfully develop and implement a diverse fund raising plan.
- c. Annual resource development plan developed and adopted by the Board of Directors each year.
- d. Evaluation measures developed and monitored to assess success of resource development efforts.



● Goal 4

Increase unrestricted funds to 30% of the annual budget resulting in a 3-month operating reserve fund.

Strategy 2: Grow revenue from special events to support operations.

Objectives:

- a. Criterion fully staffed by volunteers each year.
- b. Funds generated through special events increased by 5% each year.



● Goal 5

Strengthen the effectiveness and inclusiveness of the Board of Directors to enable it to fulfill the mission.

Strategy 1: Target recruitment efforts to better ensure the board reflects the diversity of the community and includes the range of expertise, resources and relationships that will enable PAL to achieve its mission.

Objectives:

- a. Board recruitment grid utilized to determine board needs.
- b. Board diversity improved to more accurately reflect the community served.
- c. Increased number of board nominations received by individual board members.
- d. Additional fund raising expertise secured.



● Goal 5

Strengthen the effectiveness and inclusiveness of the Board of Directors to enable it to fulfill the mission.

Strategy 2: Clarify the roles and responsibilities of board members, particularly in the area of fund raising.

Objectives:

- a. Board member expectations defined and outlined.
- b. Board agreement created that outlines expectations and roles and responsibilities.
- c. Board agreement signed by 100% of board members.
- d. Board education focusing on governance responsibilities provided at least one time a year.



● Goal 5

Strengthen the effectiveness and inclusiveness of the Board of Directors to enable it to fulfill the mission.

Strategy 3: Expand succession planning to ensure overall organization sustainability and continuity of strong leadership.

Objectives:

- a. Emergency succession plan updated annually.
- b. Leadership development steps implemented.