

3 YEAR STRATEGIC PLAN DANBURY PAL

June 2016



Danbury PAL
3 Year Strategic Plan

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Danbury PAL

3 Year Strategic Plan

June 2016

Introduction:

The Board of Directors and Staff of Danbury PAL developed this strategic plan with assistance from Hubbard Consulting. It provides Danbury PAL with a three year roadmap for supports, services, and organization development. The Board of Directors and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed with involvement and guidance from the Board of Directors and staff. A Strategic Plan Task force was formed inclusive of the following members:

- Mary Gregory – Chairperson, Board Member
- Kelly Coffey-Board Member
- Bob Guerrero-Board Member
- Maura Keenan-Executive Director
- Eileen Kline-Board Chairperson
- Art Haddad-Board Vice Chairperson
- Amy Shanks-Board Member
- Diane Hubbard – Consultant / Facilitator

Throughout the period of June 2015-March 2016, the Strategic Plan Task Force met on a regular basis to lay the foundation for the strategic plan. While members have made key decisions along the way, the plan was presented to the full Board at critical points to gain important feedback and buy-in.

Hubbard Consulting facilitated the planning process early in the process. All consulting services were provided on a pro-bono basis.

This strategic plan is intended to be a management tool for Danbury PAL. The plan has two purposes. First, it presents the compilation of the plan and its component parts. It is a record of the strategic planning process and decisions reach by the Board of Directors and staff. Second, it is a reference guide for developing tactical action plans for committees, staff and Board.

Executive Summary

The Danbury PAL'S mission is to enable and inspire youth from the Greater Danbury Community to have fun, stay active and develop character building skills through recreational activities in a healthy and safe environment.

Background and History:

Danbury PAL is a non- profit volunteer driven organization that serves children ages 5-18 throughout the Greater Danbury area. PAL was founded in 1964 with the goal of providing children a safe and healthy alternative to drugs, violence, and crime.

With that goal in mind, we offer over 13 different youth development programs for boys and girls. We also have several different affiliate programs that are run under the PAL name.

The PAL Center, built in 1997, is an independently run facility that houses *some but not all* of PAL programs. It is also available for community events, leagues, and larger PAL events.

Although Danbury PAL receives generous support from the City of Danbury, it is independently run and governed by a Board of Directors. Much of Danbury PAL's day to day operations and programs are possible through the philanthropic support of our community and the dedicated work of many volunteers.

Direction and Results:

The strategic direction and goals included in this plan are Danbury PAL's response to the understanding of what its constituents (ex; youth, parents, volunteers, funders, community at large) value most about the organization, and current opportunities and challenges for offering high quality youth recreational programs in the community. The data used to frame discussions and inform decision making was sourced from spring 2015 Community Survey results, Board discussions/input, Program volunteer/participant anecdotal feedback, as well as the organization's current program and financial reports.

The three year period of this strategic plan will be a time of assessing and deepening Danbury PAL's approaches to its work. With a fresh perspective on its mission, understanding what it does well and the environment in which it operates, Danbury PAL will pursue meeting goals in the following strategic areas:

- Financial
- Operational
- Governance

Foundation

Mission

The Danbury PAL'S mission is to enable and inspire youth from the Greater Danbury Community to have fun, stay active and develop character building skills through recreational activities in a healthy and safe environment.

Core Values

Danbury PAL demonstrates commitment to positive youth development for Greater Danbury youth and their families. As part of this commitment, Danbury PAL adheres to the following organizational core values:

- ***Positive Youth Development***
- ***Safety***
- ***Accessibility***
- ***Community***
- ***Fun***
- ***Leadership***
- ***Unified***

Vision

All children in the Greater Danbury Community will thrive by having the opportunity to learn, grow and be healthy through PAL's diverse offering of recreational activities.

Competitive Advantage

- **Activities:** Diverse array and quantity of quality youth recreational programs
- **Access:** Programs open to all youth. Program site location easily accessible.
- **Partnerships:** Long history of positive relationships with community agencies
- **Community:** Longevity as leading community resource for youth recreation.
- **Fiscal Strength:** Fiscally sound, longevity of organization

Strategic Goals and Organizational Objectives

Strategic Area: Financial

Goal Statement: Improved Financial Stability within 3 years

Objectives:

- *Overall fundraising increase 4%*
- *Increase non fundraising revenue by 10%*
- *Develop plan to build reserves with established amounts of 5% and guidelines based in industry standards*
- *Develop plan to build reserves with established amounts of 5% and guidelines based in industry standards*

Strategic Area: Operational

Goal Statement: Become an organized, efficient organization that is meeting the need of our community, while adhering to clear policies and standards.

Objectives:

- *Implement official policies and procedures for all youth development practitioners*
- *Implement use of a Customer Relation Management database*
- *Grow Program Participation by 15%(5% annually over duration of plan)*
- *Grow Program Offerings by 3 to reflect identified needs of our community*
- *Implement facility rental and usage policy & procedures standards.*
- *Annually evaluate staffing levels to properly support operations*
- *Develop and implement an annual comprehensive Marketing plan*

Strategic Area: Governance

Goal Statement The board will be focused on governance issues regarding the long term sustainability of the organization including fiduciary policy and planning.

Objectives:

- *Implement roles, procedures and training for Board of Directors adhering to best practices*
- *Form standing committees per the strategic plan*

Strategic Action Plan Focus

The following is a summary of the **anticipated** tactics that **may be used** to meet the goals and objectives of the overall strategy plan. This will be a working document that will change based on the work and input of Board Committees. The Board, Committees, and Staff will use these tactics/activities as a springboard for deeper discussion in the annual action plan process. Annual implementation target dates will be allocated during annual planning sessions.

C:\Users\Mary Gregory\Documents\Mary_Misc\PAL\PAL Strategic Plan Objectives Tactics FINAL.pdf

ADDENDUM