GARNER POLICE ATHLETIC/ACTIVITIES LEAGUE
STRATEGIC PLAN
2018-2020
Adopted December 2017
Our Goal Areas

Current PAAL Impact
PAAL will conduct ongoing critical evaluation of our programming and partnerships to ensure measurable, positive impact on youth and families.

Sustainable PAAL Growth
In collaboration with the Garner Police Department, PAAL will evaluate opportunities for sustainable program growth intended to address unmet community, family, and youth needs.

Development of the Board of Directors, Staff and Volunteers
PAAL will maintain a diverse, proactive, and engaged Board of Directors, staff, and group of volunteers who provide organizational stability to carry out the mission and vision of PAAL.

Budget and Revenue
PAAL will seek out innovative, stable sources of funding and community support in order to maintain a fiscally responsible budget and financial plan that align with our identified focus areas.
IN THE FALL OF 2010, the Garner Police Department embarked on a new community initiative aimed at strengthening ties between police and Garner area youth and families. Collaboration between the Garner Police Department and the local community led to the formation of the Garner Police Athletics/Activities League, or Garner PAAL. By January 2011, Garner PAAL was incorporated and a board of directors was formed. Later that year, Garner PAAL received its official 501(c)(3) non-profit designation.

Garner PAAL maintains close ties to the Garner Police Department, but functions as a separate entity to fulfill our mission and vision. We are a local chapter member of the National Association of Police Athletics Leagues, Inc. To date, Garner PAAL has developed athletic and activity based programs to serve local students in Garner area elementary, middle and high schools.

Garner PAAL’s Strategic Plan is designed to be the three-year road map in which we shall carry out our mission and vision. This plan will serve as the basis for our organization’s future planning and growth. The plan was built over the course of 2017 and officially adopted by the Garner PAAL Board of Directors in December 2017. It will be periodically reviewed to maintain an ongoing multi-year focus.

Our strategic plan is comprised of the following components:

- Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)
- Focus Areas – These are the four major components of the plan’s structure. The Focus Areas reflect the key categories by which we will measure success.
- Objectives – Each Focus Area contains multiple Objectives that serve as guidelines to provide definition of the work that is to be carried out
- Tasks – Specific Tasks are assigned to state what work will be done, by whom, and the timeline in which it should be completed.

I would like to thank all those involved in the development of Garner PAAL since our inception in 2011. Our volunteers, community leaders, and partners have all played integral roles in the growth of our organization. Thank you to the PAAL leadership who developed this plan and have committed to executing it.

Garner PAAL has a long-term outlook on serving Garner area youth and families. The development of our first strategic plan is a pivotal step for us to properly manage our organization’s growth. This plan provides the framework in which we strive to provide ongoing enhancement of police-community relationships through positive athletic, academic and social interaction with Garner’s youth.

If you have any questions or feedback for Garner PAAL, please visit us on our website, garnerpaal.org.

Sincerely,
Justin Byars
President, Board of Directors
Garner Police Athletics/Activities League
I AM EXTREMELY PROUD to have been part of the team to make the Police Athletics and Activities League (PAAL) a reality for the Garner community. When we started out in late December 2010, our goal was to create a means for reaching out to the youth in our community to provide mentoring, role modeling, and positive interactions with Garner Police Officers. Seven years later, we have reached hundreds of children through our elementary, middle, and high-school-based programs.

We are now a growing community asset with a strong core of volunteers – police officers and citizens – who are committed to making a difference for our youth. As we continue to see communities struggle with police-community relations and questions surrounding our actions, PAAL represents the best of who we are and what we can do to make a positive difference in the Garner community. We are working with students, parents, school counselors and staff, school administrators, and volunteers to emphasize the good that can and should come from a proactive, community-oriented police department involved with those we serve and protect.

This strategic plan represents the desire of the PAAL Board of Directors and Governance Committee to focus on intelligent, managed growth that will identify and meet the needs of our community now and in the future. PAAL is committed to emphasizing our strengths, addressing our weaknesses, and looking for ways to continue to reach at-risk youth in our community that can benefit from the programs and positive interactions that we offer.

Thank you for your interest in Garner PAAL and our strategic plan for 2018-2020. If you have any questions or feedback or would like to learn more about how you can get involved and support our efforts, feel free to visit us at www.garnerpaal.org or contact me directly at (919) 772-8810.

Sincerely,
Chief Brandon Zuidema
Executive Director
Garner Police Athletics/Activities League
Collective Definition:
PAAL will conduct ongoing critical evaluation of our programming and partnerships to ensure measurable, positive impact on youth and families.

SWOT Analysis:
S As the result of our managed growth, financial stability, and effective collaboration with the Wake County Public School System, we have program and participant stability.
S Through our ongoing efforts to attract supporters and the community’s commitment to our youth, we have strong volunteerism in our organization.
S We have a dedicated staff with our Administrative Coordinator and core volunteers.
W Although there is consensus on the positive impact of PAAL, we are lacking in formal program evaluation.
W We have a strong group of volunteers staffing our programs, but we need to build on that by establishing officer and volunteer redundancy.
T We are aware of the potential danger in failing to recognize community needs and connecting those needs to our programming choices.
T We recognize that we have limited resources and need to avoid the potential for inefficient resource allocation.
T With so many different organizations committed to serving youth in our community, we need to ensure we are aware of and, when possible, collaborating with competing programs.

Objectives:
1. Ongoing collection of community, partner, and stakeholder feedback (“Listen”)
   Task 1 – Conduct an annual survey to collect feedback data from participants and parents / guardians (May 31, 2018 / recurring / Admin Coordinator)
   Task 2 – Conduct an annual survey to collect feedback data from school staff (May 31, 2018 / recurring / Admin Coordinator)
   Task 3 – Conduct an annual survey to collect feedback data from volunteers (May 31, 2018 / recurring / Admin Coordinator)

2. Objective use of date to measure program impact (“Evaluate”)
   Task 1 – Collaborate with N.C. State University to utilize an intern to design program evaluation tools for PAAL program (May 31, 2018 / Executive Director)
   Task 2 – Determine financial cost-per-program on an annual basis (June 30, 2018 / Treasurer)
Task 3 – Determine volunteer hours-per-program on an annual basis (June 30, 2018 / Admin Coordinator)

Task 4 – Implement the program evaluation tools developed through the NC State intern (May 31, 2018 / Program Director)

3. Use of program impact data and feedback to prioritize resource allocation (“Decide & Act”)

Task 1 – Conduct an annual assessment of all program evaluation, surveys, and program costs (July 31, 2018 / recurring / Program Committee)
Sustainable PAAL Growth

Collective Definition:
In collaboration with the Garner Police Department, PAAL will evaluate opportunities for sustainable program growth intended to address unmet community, family, and youth needs.

SWOT Analysis:
S Through our relatively short existence, we have already established a core set of valuable community partnerships.
S We have firmly established our name recognition in the Garner community.
W We are without a PAAL clubhouse and thus we are limited in some of programming offerings.
W Although our name speaks to “Athletics”, we are currently lacking in sports diversity opportunities.
O Our facilities committee is actively working to address issues related to the creation of a PAAL clubhouse.
O Even though we have a long-standing collaboration, we can continue to expand our partnership with the Town of Garner Parks, Recreation, and Cultural Resources Department.
O We also have the opportunity to expand our partnership with the Wake County Public School System.
O With their new facility coming online, we can create a partnership with the YMCA of Garner to expand programming.

Objectives:
1. Work with the Town of Garner and other community partners to pursue a PAAL clubhouse / athletic facility (“Facility”)
   Task 1 – Identify viable facility and/or property options in the Town of Garner for a PAAL clubhouse (Dec 31, 2020 / Facilities Committee)
   Task 2 – Research other PAL/PAAL organizations that have successfully implemented a clubhouse (or other facility) to determine best practices (Dec 31, 2019 / Ad Hoc Committee)
2. Cultivate new and expanded partnerships to provide programming for youth and families (“Partners”)
   Task 1 – Identify other organizations providing services to youth in the Town of Garner to ensure avoidance of redundancy and to identify potential partners (Jan 31, 2019 / Ad Hoc Committee)
Sustainable PAAL Growth

Task 2 – Prioritize partnerships with other organizations providing services to youth in the Town of Garner to maximize our efficiency and impact (July 31, 2019 / Ad Hoc Committee)

3. Identify athletic programming to address unmet community needs (“Athletics”)

Task 1 – Collaborate with Garner Parks, Recreation, and Cultural Resources to identify unmet athletic programming needs for youth in the Town of Garner (May 31, 2018 / President)

Task 2 – Establish liaison relationships with other Town of Garner youth athletic organizations, including but not limited to CASL, GAYSL, GBI, Optimist Club, Pop Warner Football and Cheer, and the YMCA (Dec 31, 2018 / Program Director)

4. Maintenance and expansion of how PAAL is perceived in the community (“The PAAL Brand”)

Task 1 – Identify an external consultant to develop lesson plans based around activities and behavioral lessons for the elementary school programs (July 31, 2018 / Governance Committee)

Task 2 – Research the cost, role, and feasibility of adding a “Programmer” to PAAL staff to guide program expansion (July 31, 2019 / Program and Finance Committees)
Development of the Board of Directors, Staff and Volunteers

Collective Definition:
PAAL will maintain a diverse, proactive, and engaged Board of Directors, staff, and group of volunteers who provide organizational stability to carry out the mission and vision of PAAL.

SWOT Analysis:
S  We have implemented and developed a strong governance structure.
W  Although we have a group of dedicated board members, we are lacking in board diversity to better represent the community we serve.
O  To continue to grow our organization and expand our impact, we need to enhance our existing board participation and committee work.
O  As our organization grows, we need to consider the creation and funding of an executive director position.
T  With continued expansion, we run the risk of exhausting our existing programming staff.
T  Although we have maintained interest in our governance committee, we need to continue to focus on succession planning for future board leadership.

Objectives:
1. Make effective use of the committee structure to meet established goals through meaningful board participation (“Committees”)
   Task 1 – Ensure each board member participates in at least one PAAL committee (Ongoing / Vice President - Committee Coordinator)
   Task 2 – Develop and communicate clear expectations to PAAL committees (Annually / Vice President – Committee Coordinator)
   Task 3 – Maintain Governance Committee representation on each PAAL committee (Ongoing / President)
   Task 4 – Develop an orientation program for all new board members and volunteers (July 31, 2018 / Governance Committee)

2. Strengthen the Board of Directors by more closely aligning it with the community and the participants we serve (“Board Diversity”)
   Task 1 – Develop a board recruitment plan (December 31, 2018 / President)
   Task 2 – Recruit additional board members to enhance the diversity of our board in terms of race, gender, and professional experience (March 31, 2018 / Governance Committee)
3. Support Board of Directors, staff, and volunteer involvement ("Recognition")
   
   Task 1 – Develop a recognition plan for all stakeholders (March 31, 2018 / Ad Hoc Committee)

4. Develop volunteer diversity by more closely aligning our volunteers with specific skills and needs related to PAAL programming ("Volunteer Diversity")
   
   Task 1 – Develop a volunteer information database and management plan to maximize efficient use of volunteers (July 31, 2018 / Administrative Coordinator)
   
   Task 2 – Recruit volunteers based on their skill set to address programmatic needs (As needed based on program expansion / Volunteer Committee)
Collective Definition:
PAAL will seek out innovative, stable sources of funding and community support in order to maintain a fiscally responsible budget and financial plan that align with our identified focus areas.

SWOT Analysis:
S  We have consistently maintained strong community financial support.
S  Due to community support, managed growth, and “smart spending”, we remain financially stable.
W  We are lacking in new and recurring revenue sources to support program expansion.
O  There are a number of potential opportunities for grant funding that we have not yet actively pursued.
T  As the result of our current funding model, we are susceptible to being negatively impacted by another economic downturn.

Objectives:
1. Make sound financial decisions to maximize available resources (“Fiscal Responsibility”)
   Task 1 – Research investment options for the capital fund (March 31, 2018 / Treasurer)
   Task 2 – Seek programming opportunities to fund in support of existing PAAL goals (June 30, 2018 / Program Committee)
   Task 3 – Develop and implement a cost/benefit analysis of ongoing expenses (December 31, 2020 / Ad Hoc Committee)

2. Seek out new revenue sources and financial partners (“New Revenue”)
   Task 1 – Proactively seek out grant opportunities to expand programming (August 31, 2019 / Finance Committee)
   Task 2 – Seek out multi-year recurring funding sources (August 31, 2019 / Finance Committee)
   Task 3 – Explore a capital campaign for a PAAL clubhouse (December 31, 2020 / Ad Hoc Committee)
   Task 4 – Develop a long-range fundraising plan to support budget expansion and to complement programming goals (December 31, 2018 / Fundraising Committee)
Lists of Tasks—Chronological and by Responsibility

Chronological List of Tasks to Be Completed

**March 31, 2018**
- **F3-O2-T2** – Recruit additional board members to enhance the diversity of our board in terms of race, gender, and professional experience (March 31, 2018 / Governance Committee)
- **F3-O3-T1** – Develop a recognition plan for all stakeholders (March 31, 2018 / Ad Hoc Committee)
- **F4-O1-T1** – Research investment options for the capital fund (March 31, 2018 / Treasurer)

**May 31, 2018**
- **F1-O1-T1** – Conduct an annual survey to collect feedback data from participants and parents / guardians (May 31, 2018 / recurring / Admin Coordinator)
- **F1-O1-T2** – Conduct an annual survey to collect feedback data from school staff (May 31, 2018 / recurring / Admin Coordinator)
- **F1-O1-T3** – Conduct an annual survey to collect feedback data from volunteers (May 31, 2018 / recurring / Admin Coordinator)
- **F1-O2-T1** – Collaborate with N.C. State University to utilize an intern to design program evaluation tools for PAAL program (May 31, 2018 / Executive Director)
- **F1-O2-T4** – Implement the program evaluation tools developed through the NC State intern (May 31, 2018 / Program Director)
- **F2-O3-T1** – Collaborate with Garner Parks, Recreation, and Cultural Resources to identify unmet athletic programming needs for youth in the Town of Garner (May 31, 2018 / President)

**June 30, 2018**
- **F1-O2-T2** – Determine financial cost-per-program on an annual basis (June 30, 2018 / Treasurer)
- **F1-O2-T3** – Determine volunteer hours-per-program on an annual basis (June 30, 2018 / Admin Coordinator)
- **F4-O1-T2** – Seek programming opportunities to fund in support of existing PAAL goals (June 30, 2018 / Program Committee)

**July 31, 2018**
- **F1-O3-T1** – Conduct an annual assessment of all program evaluation, surveys, and program costs (July 31, 2018 / recurring / Program Committee)
- **F2-O4-T1** – Identify an external consultant to develop lesson plans based around activities and behavioral lessons for the elementary school programs (July 31, 2018 / Governance Committee)
- **F3-O1-T4** – Develop an orientation program for all new board members and volunteers (July 31, 2018 / Governance Committee)
- **F3-O4-T1** – Develop a volunteer information database and management plan to maximize efficient use of volunteers (July 31, 2018 / Administrative Coordinator)
December 31, 2018
F2-O3-T2 – Establish liaison relationships with other Town of Garner youth athletic organizations, including but not limited to CASL, GAYSL, GBI, Optimist Club, Pop Warner Football and Cheer, and the YMCA (Dec 31, 2018 / Program Director)
F3-O2-T1 – Develop a board recruitment plan (December 31, 2018 / President)
F4-O2-T4 – Develop a long-range fundraising plan to support budget expansion and to complement programming goals (December 31, 2018 / Fundraising Committee)

January 31, 2019
F2-O2-T1 – Identify other organizations providing services to youth in the Town of Garner to ensure avoidance of redundancy and to identify potential partners (Jan 31, 2019 / Ad Hoc Committee)

July 31, 2019
F2-O2-T2 – Prioritize partnerships with other organizations providing services to youth in the Town of Garner to maximize our efficiency and impact (July 31, 2019 / Ad Hoc Committee)
F2-O4-T2 – Research the cost, role, and feasibility of adding a “Programmer” to PAAL staff to guide program expansion (July 31, 2019 / Program and Finance Committees)

August 31, 2019
F4-O2-T1 – Proactively seek out grant opportunities to expand programming (August 31, 2019 / Finance Committee)
F4-O2-T2 – Seek out multi-year recurring funding sources (August 31, 2019 / Finance Committee)

December 31, 2019
F2-O1-T2 – Research other PAL/PAAL organizations that have successfully implemented a clubhouse (or other facility) to determine best practices (Dec 31, 2019 / Ad Hoc Committee)

December 31, 2020
F2-O1-T1 – Identify viable facility and/or property options in the Town of Garner for a PAAL clubhouse (Dec 31, 2020 / Facilities Committee)
F4-O2-T3 – Develop and implement a cost/benefit analysis of ongoing expenses (December 31, 2020 / Ad Hoc Committee)
F4-O2-T3 – Explore a capital campaign for a PAAL clubhouse (December 31, 2020 / Ad Hoc Committee)

Annually / Ongoing / On an “As Needed” Basis
F3-O1-T1 – Ensure each board member participates in at least one PAAL committee (Ongoing / Vice President - Committee Coordinator)
F3-O1-T2 – Develop and communicate clear expectations to PAAL committees (Annually / Vice President – Committee Coordinator)
F3-O1-T3 – Maintain Governance Committee representation on each PAAL committee (Ongoing / President)
F3-O4-T2 – Recruit volunteers based on their skill set to address programmatic needs (As needed based on program expansion / Volunteer Committee)
List of Tasks to Be Completed by Responsibility

**Ad Hoc Committee**

**F2-O1-T2** – Research other PAL/PAAL organizations that have successfully implemented a clubhouse (or other facility) to determine best practices (Dec 31, 2019 / Ad Hoc Committee)

**F2-O2-T1** – Identify other organizations providing services to youth in the Town of Garner to ensure avoidance of redundancy and to identify potential partners (Jan 31, 2019 / Ad Hoc Committee)

**F2-O2-T2** – Prioritize partnerships with other organizations providing services to youth in the Town of Garner to maximize our efficiency and impact (July 31, 2019 / Ad Hoc Committee)

**F3-O3-T1** – Develop a recognition plan for all stakeholders (March 31, 2018 / Ad Hoc Committee)

**F4-O2-T3** – Develop and implement a cost/benefit analysis of ongoing expenses (December 31, 2020 / Ad Hoc Committee)

**F4-O2-T3** – Explore a capital campaign for a PAAL clubhouse (December 31, 2020 / Ad Hoc Committee)

**Administrative Coordinator**

**F1-O1-T1** – Conduct an annual survey to collect feedback data from participants and parents / guardians (May 31, 2018 / recurring / Admin Coordinator)

**F1-O1-T2** – Conduct an annual survey to collect feedback data from school staff (May 31, 2018 / recurring / Admin Coordinator)

**F1-O1-T3** – Conduct an annual survey to collect feedback data from volunteers (May 31, 2018 / recurring / Admin Coordinator)

**F1-O2-T3** – Determine volunteer hours-per-program on an annual basis (June 30, 2018 / Admin Coordinator)

**F3-O4-T1** – Develop a volunteer information database and management plan to maximize efficient use of volunteers (July 31, 2018 / Administrative Coordinator)

**Executive Director**

**F1-O2-T1** – Collaborate with N.C. State University to utilize an intern to design program evaluation tools for PAAL program (May 31, 2018 / Executive Director)

**Facilities Committee**

**F2-O1-T1** – Identify viable facility and/or property options in the Town of Garner for a PAAL clubhouse (Dec 31, 2020 / Facilities Committee)

**Finance Committee**

**F4-O2-T1** – Proactively seek out grant opportunities to expand programming (August 31, 2019 / Finance Committee)

**F4-O2-T2** – Seek out multi-year recurring funding sources (August 31, 2019 / Finance Committee)

**Fundraising Committee**

**F4-O2-T4** – Develop a long-range fundraising plan to support budget expansion and to complement programming goals (December 31, 2018 / Fundraising Committee)
Governance Committee

F2-O4-T1 – Identify an external consultant to develop lesson plans based around activities and behavioral lessons for the elementary school programs (July 31, 2018 / Governance Committee)

F3-O1-T4 – Develop an orientation program for all new board members and volunteers (July 31, 2018 / Governance Committee)

F3-O2-T2 – Recruit additional board members to enhance the diversity of our board in terms of race, gender, and professional experience (March 31, 2018 / Governance Committee)

President

F2-O3-T1 – Collaborate with Garner Parks, Recreation, and Cultural Resources to identify unmet athletic programming needs for youth in the Town of Garner (May 31, 2018 / President)

F3-O1-T3 – Maintain Governance Committee representation on each PAAL committee (Ongoing / President)

F3-O2-T1 – Develop a board recruitment plan (December 31, 2018 / President)

Program Committee

F1-O3-T1 – Conduct an annual assessment of all program evaluation, surveys, and program costs (July 31, 2018 / recurring / Program Committee)

F2-O4-T2 – Research the cost, role, and feasibility of adding a “Programmer” to PAAL staff to guide program expansion (July 31, 2019 / Program and Finance Committees)

F4-O1-T2 – Seek programming opportunities to fund in support of existing PAAL goals (June 30, 2018 / Program Committee)

Program Director

F1-O2-T4 – Implement the program evaluation tools developed through the NC State intern (May 31, 2018 / Program Director)

F2-O3-T2 – Establish liaison relationships with other Town of Garner youth athletic organizations, including but not limited to CASL, GAYSL, GBI, Optimist Club, Pop Warner Football and Cheer, and the YMCA (Dec 31, 2018 / Program Director)

Treasurer

F1-O2-T2 – Determine financial cost-per-program on an annual basis (June 30, 2018 / Treasurer)

F4-O1-T1 – Research investment options for the capital fund (March 31, 2018 / Treasurer)

Vice-President (Committee Coordinator)

F3-O1-T1 – Ensure each board member participates in at least one PAAL committee (Ongoing / Vice President - Committee Coordinator)

F3-O1-T2 – Develop and communicate clear expectations to PAAL committees (Annually / Vice President – Committee Coordinator)

Volunteer Committee

F3-O4-T2 – Recruit volunteers based on their skill set to address programmatic needs (As needed based on program expansion / Volunteer Committee)
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garnerpaal.org