



2021 – 2024 Strategic Plan

Developed in consultation with

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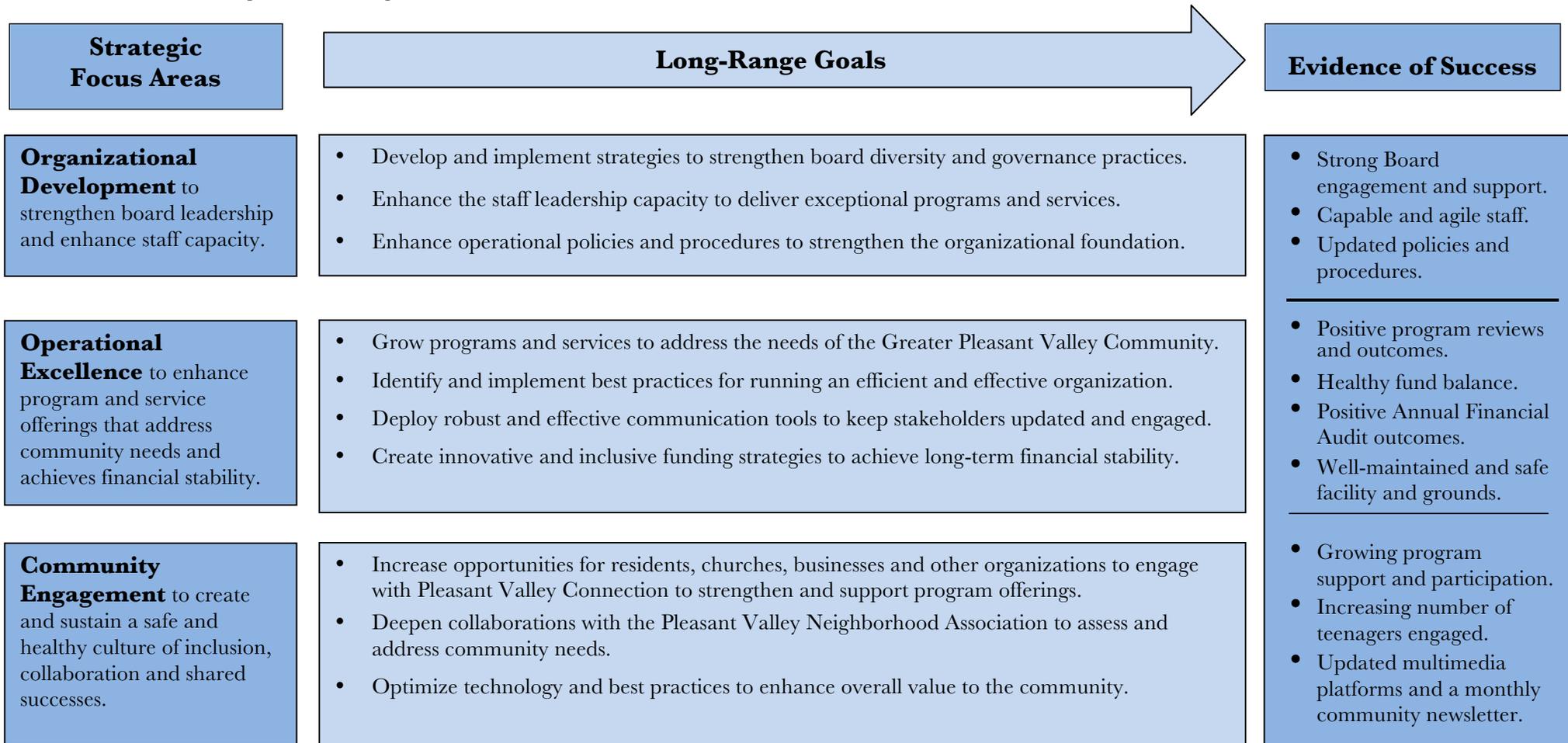
August 16, 2021

2021 – 2024 Pleasant Valley Connection Strategic Plan

Vision: We envision a robust and vibrant Pleasant Valley Community where residents prosper, families thrive and children grow up to be future leaders in the Greater Greenville Community and beyond.

Mission: Pleasant Valley Connection brings together community residents, families, churches, businesses and other resourceful organizations to improve the overall health, education and well being of everyone in the Greater Pleasant Valley Community.

Values: We believe that strong individuals and strong families are the foundation of a thriving community. We honor the unique diversity of our community by promoting a culture of inclusion and treating our residents, partners, and stakeholders with the highest levels of dignity, compassion and respect.



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Strategic Focus Area 1: Organizational Development to strengthen board leadership and enhance staff capacity.

Long-Range Goal 1: Develop and implement strategies to strengthen board diversity and governance practices.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Develop an annual Board Action Plan to address succession planning, board development training, board recruiting and scheduling an annual retreat.	Increase Board diversity to reflect the makeup of community.	Annually	Executive Committee	
2. Structure Board Committees to optimize the diverse talents and skills of members.	Review and realign Board Committee structure to reflect the Strategic Plan.	Annually	Executive Committee	
3. Provide a Board Self-Assessment every two-years to gauge board member knowledge, levels of engagement and member satisfaction.	Reach out to the New Hampshire Center for Non-Profits to provide Board Self-Assessment Tool.	2022	Board Governance Committee	
4. Plan and implement an Annual Board Retreat to onboard new board members, review accomplishments and develop goals and objectives for the coming year.	Implement Annual Board Retreat every July to review past year and plan the next year Board work.	Annually	Executive Committee	

Long-Range Goal 2: Enhance the staff leadership capacity to deliver exceptional programs and services.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Recruit, develop and retain a talented and diverse staff with the capacity to lead robust PVC Programs and Services.	Complete 2022 Staffing Plan.	July 2022	Executive Director	
2. Provide training opportunities to enhance critical functional areas and staff capacity to serve more program participants.	Complete 2022 Staffing Plan.	July 2022	Executive Director	
3. Develop an annual performance evaluation process to provide 360-degree feedback and document opportunities for improvement.	Consult with Non-Profit Alliance to assess best practices for staff evaluations.	July 2022	Executive Director	

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Long-Range Goal 3: Enhance operational policies and procedures to strengthen the organizational foundation.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Review and update all Board Operations Policies and Procedures to present changes during the annual retreat.	Ensure that the policies and procedures are current, relative, and aligned with the mission, vision, and values of the organization.	Annually	Governance Committee	
2. Annually review and update the PVC Employee Policies and Procedures Manual.	Review and update the PVC EPP Manual	March 2022	Executive Director Board of Directors	
3. Annually review and update the PVC Facility Rental and Usage Policy Manual.	Complete by May 1 st of each year	March 2022	Executive Director	

Strategic Focus Area 2: Operational Excellence to enhance program and service offerings that address community needs and achieves financial stability.

Long-Range Goal 1: Grow programs and services to address the needs of the Greater Pleasant Valley Community.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Evaluate the growth capability and capacity of current PVC Programs and Services.	Complete by May 1 st of each year	Annually	Program Directors	
2. Use Organizational Assessment findings to evaluate the potential for new PVC Programs and Services to meet current community needs.	Complete by May 1 st of each year	December 2022	Executive Director Board of Directors	
3. Use current funder’s metrics to measure and evaluate the outcomes of all PVC Programs and Services.	Collect Survey Data from program participants to collect feedback on program satisfaction	Annually	Executive Director	

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Long-Range Goal 2: Identify and implement best practices for running an efficient and effective organization.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Work with the Greenville Nonprofit Alliance (GNPA) and Together SC to identify best practices for running an efficient and effective organization.	Connect with GNPA to stay updated on best practices.	May 2022	Executive Director	
2. Identify regional organizations that offer similar programs and services to use as benchmarks to continuously improve PVC offerings.	Leverage United Way and GNPA relationships to make benchmark referrals.	Annually	Executive Director Program Directors	
3. Complete an Annual Financial Audit to validate PVC's financial health.	Initiate in 2022.	Annually	Finance Committee	

Long-Range Goal 3: Deploy robust and effective communication tools to keep stakeholders updated and engaged.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Simplify internal and external communications to ensure that the Pleasant Valley Community knows and supports PVC.	<ol style="list-style-type: none"> 1. Create a newsletter 2. Develop a strong social media presence 3. Update website to connect the with community 	May 2022	Contract service	
2. Develop and implement a Messaging Tool to increase advocacy for PVC and its' programs and services.	Initiate in 2022 using reference from Strategic Planning Consultant	May 2022	Staff Leadership Executive Director Board of Directors	
3. Partner with local multi-media expert to help publish and communicate PVC success stories.	Identify local TV, radio and blog personalities to assist PVC	May 2022	Executive Director	

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Long-Range Goal 4: Create innovative and inclusive funding strategies to achieve long-term financial sustainability.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Develop and communicate a 5 – Year Sustainability Plan that includes targets for the following: <ul style="list-style-type: none"> • % Grants • % Corporate Donors • % Government • % Individual Donors • Others 	Identify the percentages needed from each funding source to meet the annual budget.	Annually	Board of Directors Finance Committee Executive Director	
2. Develop and implement an “Annual Friends of Pleasant Valley Connection” to engage past and current residents in supporting PVC.	Initiate in 2022.	Annually	Board of Directors Executive Director	
3. Increase revenues by at least 10% annually from current programs and services.	Initiate in 2022.	Annually	Executive Director	

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Strategic Focus Area 3: Community Engagement to create and sustain a safe and healthy culture of inclusion, collaboration shared successes.

Long-Range Goal 1: Increase opportunities for residents, churches, businesses and other organizations to engage with Pleasant Valley Connection to strengthen and support program offerings.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Develop a list of potential collaborators in the Greater Pleasant Valley Community along with the contact information to reach out and engage them.	Appoint Ad Hoc Board Committee to research a one-mile radius of PVC to identify and collect contact information of potential collaborators.	December 2022	Board of Directors	
2. Develop and schedule a series of church visits for PVC Board Members and Staff to participate in to expand awareness of PVC's aspirations and current offerings.	Same as above.	December 2022	Board of Directors	
3. Expand the list of current collaborators to include more local small businesses.	Same as above.	December 2022	Board of Directors	

Long-Range Goal 2: Deepen collaborations with the Pleasant Valley Neighborhood Association to assess and address community needs.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Collaborate with the Pleasant Valley Neighborhood Association to gather and analyze community needs data and explore strategies and opportunities to address the needs.	Initiate in 2022.	December 2022	Board of Directors	
2. Conduct timely community forums to gather community feedback on ways to enhance PVC's community value.	Initiate in 2022.	December 2022	Board of Directors PV Neighborhood Association	

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Long-Range Goal 4: Optimize technology and best practices to enhance overall value to the community.				
Long-Range Objectives	2022 Objectives	Timeline	Responsibility	Status
1. Perform an annual inventory of electronic devices and computers to ensure the staff has the tools to deliver excellent programs and services.	Conduct Semi Annual Inventory and Maintain Record of equipment.	December 2022	Executive Director Staff	
2. Implement a user-friendly website to connect all communication tools so that messaging is clear and consistent.	Subcontract with a web development organization to complete. Get references from GNPA.	May 2022	Executive Director	
3. Partner with a local media outlets to assist PVC in keeping the community updated and aware of activities and programs.	Connect with TV, radio and local Pod Cast personnel to partner with PVC to share program stories and outcomes.	May 2023	Board of Directors Executive Director Staff	