



2018 – 2021 STRATEGIC PLAN

PLAN GOAL: To demonstrate best practices in collective impact to advance community goals in the areas of healthy eating and active living through the policy, systems and environment approach by convening partners, evaluating and reporting data for key initiatives, and providing advocacy support.

HEALTHY EATING: *LWG will convene and support organizations in the development of policy, systems, and environment that allow for access to healthy foods for all.*

ACTIVE LIVING: *LWG will convene and support organizations to advance policy, systems, and environment that promote equitable opportunities for active living for all residents.*

MISSION: *To make the healthy choice the easy choice by creating a community that supports healthy eating and active living for all.*

VISION: *To establish Greenville County as the healthiest place to live in the nation.*

PARTNER ENGAGEMENT: *LWG will be the go-to organization to convene cross-sector partners to share expertise, perspectives, and resources to support healthy eating and active living in the community.*

INTERNAL OPERATIONS: *LWG will transition current initiatives and restructure staffing to best support organizational goals in Healthy Eating and Active Living using the PSE approach.*

STRATEGIC FRAMEWORK – ORGANIZATIONAL VALUES AND GUIDING PRINCIPLES

ORGANIZATIONAL VALUES

Sustainable Impact – LiveWell Greenville supports policies, systems and environments (PSEs) to positively influence large sectors of the community and to ensure that initiatives which promote healthy eating and active living are long-term and self-sustaining.

Collaboration – LiveWell Greenville supports collaboration of multiple sectors, partners and organizations to share expertise, perspectives and resources to promote healthy eating and active living.

Engagement – LiveWell Greenville actively engages all sectors of the community by creating open, two-way dialogue; fostering interaction among stakeholders and; providing resources and opportunities to organizations, businesses and leaders.

Empowerment – LiveWell Greenville encourages organizations to be promoters, influencers and beneficiaries who promote healthy eating and active living through education and communication.

Measuring Impact – LiveWell Greenville utilizes best practice in data and evaluation to measure and report on progress toward shared community goals in the areas of healthy eating and active living.

VALUES IMPLEMENTATION TACTICS

- Collective Impact – LWG should continue bringing partners together using the collective impact model
- Policy, Systems, and Environment – LWG should continue using the PSE approach to change
- Partner Focus– LWG should concentrate its fund development and communications strategies on its partners
- Data and Evaluation – LWG should lead with data and evaluation in decision-making, plan implementation, and communications strategies

GUIDING PRINCIPLES

- Move LWG from initiatives that focus on organizational level change to those that focus on community level change
- Stop doing things that don't support the PSE and collective impact approach– assess all current initiatives and align them with community level change and the PSE approach
- Ensure all partners understand the mission of LWG and the approach it uses to accomplish this mission – PSE and Collective Impact
- Collaborate with stakeholders to determine how LWG can best catalyze the next level of change
- Diversify revenue and generate more revenue from partners and local funding sources to support mission and goals

STRATEGY OBJECTIVE #1: LWG will convene and support organizations in the development of policy, systems, and environment that allow for access to healthy foods for all.

Strategy 1: Consolidate initiatives focused on child nutrition to include early childhood, schools, and out of school time and create comprehensive child nutrition goals.				
Tactics	Performance Target	Timeline	Responsibility	Status
Convene key partners in the area of child nutrition and determine feasibility of developing a cross-sector child feeding plan, determine what components have the most momentum among partners, and identify champions for each component.	Child feeding plan is developed and key strategies are identified.	4Q 2017	Healthy Eating Task Force	
Develop goals, define what data will be collected, and set success measurements for all components of child nutrition initiative, if deemed feasible.	Goals and measurements for each strategy of the child feeding initiative are identified.	1Q 2018	Healthy Eating Task Force	
Create an annual work plan based on agreed upon goals and success measures.		3Q 2018 and annually	Healthy Eating Task Force	

STRATEGY OBJECTIVE #1 cont. : LWG will convene and support organizations in the development of policy, systems, and environment that allow for access to healthy foods for all.

Strategy 2: Support community partners in the development of a food systems plan for Greenville County.				
Tactics	Performance Target	Timeline	Responsibility	Status
Assess current players and activities in the area of food systems and determine what role LWG could play to support the work of partners in this area.	Food system landscape has been evaluated and gaps/opportunities have been identified.	2Q 2018	Healthy Eating Task Force	
Develop goals, define what data will be collected, and set success measurements for all components of child feeding initiative, if deemed feasible.	Goals and measurements for each strategy of the child feeding initiative are identified.	4Q 2018	Healthy Eating Task Force	
Create an annual work plan based on agreed upon goals and success measures.		2Q 2019 and annually	Healthy Eating Task Force	
Strategy 3: Utilize data on food desserts and disparities to help assess and align food systems goals.				
Tactics	Performance Target	Timeline	Responsibility	Status
Review current LWG data and identify gaps and develop recommendations.	Data has been reviewed and recommendations have been presented.	1Q 2018	Healthy Eating Task Force	

STRATEGIC OBJECTIVE #2: LWG will convene and support organizations to advance policy, systems, and environment that promote equitable opportunities for active living for all residents.

Strategy 1: Work with Greenville County Schools to advocate for increased physical activity for students.				
Tactics	Performance Test	Timeline	Responsibility	Status
Explore opportunities and identify gaps in areas such as: - Safe Routes to Schools - Brain Breaks, Recess as reward - Policy review for individual schools	Opportunities and gaps are identified.	4Q 2018	Active Living Task Force	
Create an annual work plan based on agreed upon goals and success measures.		2Q 2019 and annually	Active Living Task Force	
Strategy 2: Support community partners in development of plan that advocates for recreation opportunities for all in Greenville County.				
Tactics	Performance Target	Timeline	Responsibility	Status
Institutionalize Park Hop and transition LWG out of the day-to-day management of Park Hop activities.	Park Hop has been institutionalized and LWG has transitioned out of day-to-day program management.	1Q 2018	Active Living Task Force	
Assess potential activities in the area of recreation such as shared use agreements for playgrounds, access to parks, etc.	Activities have been assessed.	2Q 2019	Active Living Task Force	
Create an annual work plan based on agreed upon goals and success measures.	Annual work plan has been developed.	4Q 2019	Active Living Task Force	

STRATEGIC OBJECTIVE #2 cont. : LWG will convene and support organizations to advance policy, systems, and environment that promote equitable opportunities for active living for all residents.

Strategy 3: Identify leaders in the areas of transportation and community safety and ensure LWG has a voice in these conversations.				
Tactics	Performance Target	Timeline	Responsibility	Status
Identify convening leaders in areas of transportation and community safety.	Leaders have been identified.	1Q 2018	Active Living Task Force	
Determine how LWG can best be represented in these community conversations, if feasible.	LWG is participating in conversations and has identified lead staff person(s) to represent LWG in these community conversations.	3Q 2018	Active Living Task Force	
Strategy 4: Utilize data on play desserts and disparities to help assess and align active living goals.				
Tactics	Performance Target	Timeline	Responsibility	Status
Review current LWG data an identify gaps and develop recommendations.	Data has been reviewed and recommendations have been presented.	1Q 2018	Active Task Force	

STRATEGIC OBJECTIVE #3: LiveWell Greenville will be the go-to organization to convene cross-sector partners to share expertise, perspectives, and resources to support healthy eating and active living in the community.

Strategy 1: Create a comprehensive Partner Communications Plan.				
Tactics	Performance Target	Timeline	Responsibility	Status
<p>Expand/enhance partner communication activities with emphasis on high-quality, outcome driven, timely messages:</p> <ul style="list-style-type: none"> - Define target audiences (current partners, potential partners, Leadership Team, Work Group members, etc.) - Develop messaging for each target audience - Determine communications used for each audience - Engage Leadership Team/Advisory Committee members with communications expertise in plan development - Incorporate feedback from PICH evaluation <p>Determine what level of staff support is needed to expand partner communication strategy.</p>	<p>Partner Communications Plan has been developed.</p>	<p>1Q 2018 and annually</p>	<p>Communications and Fund Development Task Force</p>	
<p>Develop a communications orientation for new Leadership Team members, Work group members, volunteers, etc.</p>	<p>Communications orientation session is conducted annually.</p>	<p>4Q 2018 and annually</p>	<p>Communications and Fund Development Task Force</p>	
<p>Explore opportunities with partners, civic organizations, or other affinity groups where LWG can be a featured speaker at meetings.</p>	<p>LWG has identified and scheduled at least one speaking opportunity per quarter.</p>	<p>1Q 2019 and annually</p>	<p>Communications and Fund Development Task Force</p>	

STRATEGIC OBJECTIVE #3 cont. : LiveWell Greenville will be the go-to organization to convene cross-sector partners to share expertise, perspectives, and resources to support healthy eating and active living in the community.

Strategy 2: Cultivate and sustain relationships with policymakers/elected officials.				
Tactics	Performance Test	Timeline	Responsibility	Status
Develop data-driven messaging for elected officials that focus on the ROI of improving health outcomes in the areas of healthy eating and active living.	Messaging has been developed.	3Q 2018	Communications and Fund Development Task Force	
Host or participate in an annual workshop for elected officials and policymakers to share data.	Annual workshop is completed.	2019 and ongoing	Communications and Fun Development Task Force	
Explore feasibility of providing policy and resolution assistance to governmental entities.	Feasibility has been explored.	4Q 2020	Communications and Fun Development Task Force	
Strategy 3: Cultivate and sustain relationships with community leaders.				
Tactics	Performance Test	Timeline	Responsibility	Status
Convene high-level leaders such as pastors, CEOs, principals to share results and gather feedbacks.	Leaders have been convened.	1Q 2019 then every other year for each audience.	Communications and Fund Development Task Force	

STRATEGIC OBJECTIVE #3 cont. : LiveWell Greenville will be the go-to organization to convene cross-sector partners to share expertise, perspectives, and resources to support healthy eating and active living in the community.

Strategy 4: Create a formal Fund Development Plan.				
Tactics	Performance Target	Timeline	Responsibility	Status
<p>Create an annual Fund Development Plan to include goals, strategies, and actions for increasing revenue</p> <ul style="list-style-type: none"> - Identify desired funding mix among funding sources (grants, partners, etc.) - \$\$\$ goals and percentage increases for current partners - \$\$\$ goals for new partners - \$\$\$ goals for local grant funders - Clarify roles and responsibilities - Beneficiary roles such as 13.1, Apex <p>Eliminate the Join the Movement Campaign</p> <p>Determine what level of staff support is needed to execute a partner based fund development strategy.</p>	<p>Fund Development Plan has been created.</p> <p>Join the Movement Campaign has been eliminated.</p> <p>Staff support needs have been identified.</p>	<p>1Q 2018 and annually</p> <p>2Q 2017</p> <p>1Q 2019</p>	<p>Communications and Fund Development Task Force</p>	
Strategy 5: Evaluate the Duathlon and determine feasibility of continuing the event.				
Tactics	Performance Target	Timeline	Responsibility	Status
<p>Evaluate the ROI to include:</p> <ul style="list-style-type: none"> - Gross vs. net revenues - Staff time - Attendance - Replace current fundraising event (s) if deemed necessary due to low ROI - Explore adding to race calendar and LWG beneficiary 	<p>Event has been evaluated and plan has been approved, if deemed feasible.</p>	<p>3Q 2017</p>	<p>Communications and Fund Development Task Force</p>	

STRATEGIC OBJECTIVE #3 cont. : LiveWell Greenville will be the go-to organization to convene cross-sector partners to share expertise, perspectives, and resources to support healthy eating and active living in the community.

Strategy 6: Enhance the role of the Leadership Team and the Advisory Committee.				
Tactics	Performance Target	Timeline	Responsibility	Status
<p>Complete a comprehensive Leadership Team Assessment and Advisory Committee assessment:</p> <ul style="list-style-type: none"> - Assess strengths and characteristics of current members and identify gaps - Formalize the recruitment/orientation process - Recruit new leadership team members <p>Re-evaluate make-up of Leadership Team and Advisory Committee at least every 3 years.</p>	<p>Leadership Team and Advisory Committee assessments are completed.</p> <p>Orientation process is formalized.</p> <p>New team members are recruited.</p> <p>Leadership Team and Advisory Committee make-up has been evaluated.</p>	<p>2Q 2018</p> <p>4Q 2018</p> <p>4Q 2018</p> <p>2Q 2021</p>	Governance and Structure Task Force	
<p>Update the Leadership Team and Advisory Committee job descriptions to include:</p> <ul style="list-style-type: none"> - Roles and responsibilities of members - Leadership Team vs. Staff roles - Term limits - Estimated volunteer time per month - Fund Development responsibilities - Committee service - Board dues for lunch 	<p>Leadership Team and Advisory Committee job descriptions are updated and approved.</p> <p>Leadership Team and Advisory Committee members annually sign job description to demonstrate commitment.</p>	<p>2Q 2019 and annually</p> <p>1Q 2020</p>	Governance and Structure Task Force	
<p>Develop annual goals and objectives for the Leadership Team</p>	<p>Leadership Team goals and objectives are developed and approved annually.</p>	<p>4Q 2019 and annually</p>	Governance and Structure Task Force	
<p>Increase the number VP level or higher representatives on Leadership Team and Advisory Committee, focusing on key partners.</p>	<p>VP level or higher representation has increased.</p>	<p>1Q 2021</p>	Governance and Structure Task Force	

STRATEGIC OBJECTIVE #3 cont. : LiveWell Greenville will be the go-to organization to convene cross-sector partners to share expertise, perspectives, and resources to support healthy eating and active living in the community.

Strategy 7: Restructure Work Groups from place based on categories to task forces that support specific initiatives and goals.				
Tactics	Performance Target	Timeline	Responsibility	Status
Define responsibilities of each task force to include decision making structure, task action and management, convening role of LWG staff.	Task force responsibilities are outlined.	3Q 2018	Governance and Structure Task Force	
Implement new task force structure and annually evaluate effectiveness of each task force.	New task force structure is implemented.	1Q 2019	Governance and Structure Task Force	

STRATEGIC OBJECTIVE #4: LWG transition current initiatives and restructure staffing to best support organizational goals in Healthy Eating and Active Living using the PSE approach.

Strategy 1: Develop a needs and resource matrix for each place based work group that uses the 5-step process.				
Tactics	Performance Target	Timeline	Responsibility	Status
Develop a needs and resource matrix for each work group and place on LWG website with links to resources and toolkits.	Matrix is completed for each work group and displayed on the website.	4Q 2017	Current work groups	
Strategy 2: Transition LWG out of a staffing/managing role with each initiative.				
Tactics	Performance Target	Timeline	Responsibility	Status
Evaluate the feasibility of engaging churches as the lead partner in developing cross-sector resources in at-risk communities. Develop a self-guided process that can be used for church wellness programming and host networking session for participants.	Feasibility has been assessed. Self-guided process is developed. Networking sessions are hosted, if deemed feasible.	3Q 2018 1Q 2019 1Q 2020	At Worship Governance and Structure Task Force	
Encourage At Work participants to transition to SCHA awards program. Explore the feasibility of LWG hosting networking sessions for those interested in work place wellness.	Transition to SCHA awards is completed. Networking sessions are developed and hosted, if deemed feasible.	4Q 2017 1Q 2019	At Work Governance and Structure Task Force	

STRATEGIC OBJECTIVE #4 cont. : LWG transition current initiatives and restructure staffing to best support organizational goals in Healthy Eating and Active Living using the PSE approach.

Strategy 2 cont. : Transition LWG out of a staffing/managing role with each initiative.				
Tactics	Performance Target	Timeline	Responsibility	Status
<p>Transition OST awards to the Alliance for a Healthier Generation.</p> <p>Develop a self-guided process that can be used for OST programming and host networking session for participants.</p>	<p>Transition to AHG is completed.</p> <p>Self-guided process is developed.</p> <p>Networking sessions are hosted, if deemed feasible.</p>	<p>4Q 2017</p> <p>2Q 2018</p> <p>1Q 2019</p>	<p>OST</p> <p>Governance and Structure Task Force</p>	
<p>Complete the PALS pilot.</p> <p>Provide data to other agencies/organizations that could move it forward such as GHS and St. Francis.</p>	<p>PALS pilot is completed and data is compiled.</p> <p>Data is shared and PALS is transitioned, if deemed feasible.</p>		<p>At the Doctor</p> <p>Governance and Structure Task Force</p>	
<p>Complete the Early Childhood pilot.</p> <p>Ensure trained sites are willing to serve as mentors to grow implementation.</p> <p>Determine a lead partner.</p>	<p>Early Childhood pilot is completed.</p> <p>Mentors have been identified.</p> <p>Lead partner has been secured.</p>		<p>Early Childhood</p> <p>Governance and Structure Task Force</p>	

STRATEGIC OBJECTIVE #4 cont. : LWG transition current initiatives and restructure staffing to best support organizational goals in Healthy Eating and Active Living using the PSE approach.

Strategy 3: Develop guidelines for evaluating need for future pilot programs.				
Tactics	Performance Target	Timeline	Responsibility	Status
Develop a formal future pilot policy to include evaluation of: <ul style="list-style-type: none"> - Required staffing - Assessment of community support - Lead partner identification - PSE evaluation 	Future pilot evaluation policy has been developed and approved.	4Q 2017	Governance and Structure Task Force	
Strategy 4: Develop guidelines for evaluating performance of pilot programs.				
Tactics	Performance Target	Timeline	Responsibility	Status
Develop a formal pilot evaluation policy to include: <ul style="list-style-type: none"> - Did we do what was proposed? (Process) - What was the outcome? (Impact) - What are future actions? (Next Steps) - Identification of lead partner for future work - What LWG resources will be needed in the future? 	Future pilot evaluation policy has been developed and approved.	4Q 2017	Governance and Structure Task Force	

STRATEGIC OBJECTIVE #4 cont. : LWG transition current initiatives and restructure staffing to best support organizational goals in Healthy Eating and Active Living using the PSE approach.

Strategy 5: Evaluate staffing needs and develop ideal staffing structure.				
Tactics	Performance Target	Timeline	Responsibility	Status
Use HR firm to analysis skills of current staff and identify gaps.	Skills have been analyzed and gaps have been identified.	2Q 2018	Governance and Structure Task Force	
Use HR firm to do a salary comparison study for staffing model.	Salary comparison has been completed.	2Q 2018	Governance and Structure Task Force	
Utilize work plan to develop staffing model.	Staffing model has been developed.	3Q 2018	Governance and Structure Task Force	
Create formal job descriptions and evaluation mechanisms for restructured positions.	Job descriptions and evaluation mechanisms are completed.	4Q 2018	Governance and Structure Task Force	
Formalize policies and procedures for contracting with outside evaluators.	Policies and procedures are created.	4Q 2018		
Strategy 6: Create appropriate budget based on new work plans and updated staffing plan.				
Tactics	Performance Target	Timeline	Responsibility	Status
Develop an annual budget.	Budget is developed and approved.	4Q 2017 and annually	Governance and Structure Task Force	