

2023 – 2025 Lakeland Runners Club Strategic Plan

Accomplishing our Mission & Vision

Clearly outlined annual objectives that directly support this Strategic Plan are tied to an annual operating budget. The objectives, budget, and this Strategic Plan are reviewed throughout the year by the Board of Directors.

- **What We Value**
 - **Excellence:** We strive to deliver the highest possible quality and value in our programs and services, as well as to employ best practices in organizational governance and management.
 - **Diversity, Equity & Inclusion:** We believe in providing equal opportunities for everyone to participate in and contribute to the sport of running, where all are safe, welcome, and have a sense of belonging. The success of the sport is enhanced by the leadership and contributions of people of diverse backgrounds, experiences, and identities.
 - **Collaboration:** We believe in the power of working together with people and organizations that value our vision and mission. Fostering positive relationships with members, volunteers, donors, and sponsors will enable our success.
 - **Integrity:** We strive for the highest ethical and professional standards for our organization and the sport. We believe in fair competition, no cheating, anti-doping compliance, and respect by participants for race and organization rules and policies.
- **Our Vision – (why do we do this – what do we hope to achieve?)**
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- **Our Mission – how are we going to get there**
 - promote running and fitness for runners of all ages and abilities in the community through fellowship, education, and formal & informal running events.

- **Strategy 1:** Promote the benefits of running for enjoyment, health, competition, and overall well-being through programs and services that educate and engage runners and walkers of all ages and abilities.
 - **Tactic 1:** Offer the highest quality and varied portfolio of training programs and races to build social connections, introduce and retain youth and beginners to the sport, and encourage participation across the runner lifecycle.
 - **Tactic 2:** Invest in RRCA certified coaches and RRCA certified race directors who can continue to evolve, enhance, and expand a sustainable portfolio of races and training programs led by a 100%-volunteer team.
 - **Tactic 3:** Keep entry fees affordable to make the sport accessible to everyone.
- **Strategy 2:** Ensure the long-term stability of the LRC by fostering a culture of belonging and supporting the organization as participants, members, volunteers, donors, committee and/or board members.
 - **Tactic 1:** Build the foundation for the future by encouraging younger and more diverse members to join and participate in the organization.
 - **Tactic 2:** Organize member events and send regular newsletters to keep members engaged and informed.
 - **Tactic 3:** Strengthen our volunteer community and recognize their contributions to the organization's success.
 - **Tactic 4:** Promote the organization's mission and achievements through social media and outreach events.
- **Strategy 3:** Shape a collaborative and future-focused board through thoughtful succession planning.
 - **Tactic 1:** Balance board 'working' and governance responsibilities by establishing robust committees and empowering them to execute the strategic objectives set by the board, guided by their charters and club policy and procedure.
 - **Tactic 2:** Regularly assess the skills, experience, diversity, and availability of the board and identify areas of need.
 - **Tactic 3:** Develop an orientation process for new board members to familiarize them to the organization's mission, values, strategic goals, responsibilities of each committee, as well as the organization's requirement to adhere to RRCA guidelines as a subordinate nonprofit and RRCA member organization.
 - **Tactic 4:** Implement term limits to avoid burn out and allow for fresh perspectives, develop transition tools and processes to retain valuable organizational knowledge, and invite outgoing directors to continue contributing to the organization as mentors or consultants.

- **Strategy 4:** Protect the financial health of the organization for long term growth.
 - **Tactic 1:** Prioritize annual budget planning and regular review to ensure financial stability.
 - **Tactic 2:** Maintain operating reserves and invest net proceeds in programs and services that support strategic goals.
 - **Tactic 3:** Fundraise actively to support the organization’s strategic objectives.
 - **Tactic 4:** Develop a donor stewardship program to attract, thank, and retain donors through regular communication, recognition of contributions, and targeted outreach to identify and cultivate new donors.

- **Strategy 5:** Strengthen relationships with community leaders, corporations, and other nonprofit organizations to improve the health of Lakeland through running and walking.
 - **Tactic 1:** Provide grants or awards to support individuals, local organizations, or initiatives that support the organization’s mission, raise awareness of the sport, or add/improve infrastructure for runners. Continue giving to long term partners like the Polk Education Foundation, Polk Museum of Art, and the YMCA.
 - **Tactic 2:** Collaborate with other running groups and organizations to advocate for running and walking initiatives in Lakeland.
 - **Tactic 3:** Identify opportunities to develop or support youth running programs in the community.