



Safe Routes  
to School  
National  
Partnership



# STRATEGIC PLAN 2016-2021

*Join Us*



# OUR STORY

The Safe Routes to School National Partnership (National Partnership) is a fast growing network of more than 800 organizations dedicated to changing the future for our kids and communities. At the National Partnership we envision communities where kids of all races, income levels and abilities are walking and biking safely, where active transportation is a viable option for everyone and where health does not depend on your zip code or income level.

This strategic plan was developed over the last year as we engaged stakeholders and partners at all levels both inside and outside our organization to critically access our work over the 10 years since we were founded. As part of this process we also considered the rapidly changing external environment in which we operate and carefully reviewed trend reports from the nonprofit sector and the larger corporate, government and overall national environment. We asked the tough questions and had many group and one-on-one discussions about what was and was not working, what was achievable and where new areas of opportunity had built expertise and interest that was not part of our initial plan set forth in 2010. We are optimistic that we have identified stretch goals in this plan but also considered what is realistic and achievable given our capacity and the ever-changing world around us.

This Strategic Plan 2016-2021 is organized into four strategic focus areas that will guide our overarching work as an organization and provide alignment with our vision and mission. Within each of the four strategic focus areas we have defined a long term goal that stretches well beyond the timeframe of the plan, along with goals that will span the life of the five year plan. The strategies included in the plan represent the specific activities we will take on to achieve our goals. These strategies will generally stay the

same but may also be edited as necessary to adjust for internal or external changes in the environment in which we operate. The tactics supporting the strategies that will guide our work from year to year will be developed as part of our operational planning processes and will be aligned with individual staff performance plans and used internally in our operations. This plan is a living document that serves as a guide to help us reach our goals and work on behalf of our mission while also allowing for emergent strategies to be included, giving us the ability to operate in a flexible and dynamic way.

As we release this plan we also close our 10th anniversary celebration and we acknowledge, thank and remember our founder Deb Hubsmith who united vision, optimism, love and action to inspire the Safe Routes to School movement and the work we are fortunate to continue today. Every day, champions across the nation move the work forward because they were sparked in some way by Deb. We aim to continue that inspiration and carry the flame.

I invite you to join us in this effort and always welcome any and all feedback that will move us closer to our goals.

Cass Isidro  
Executive Director

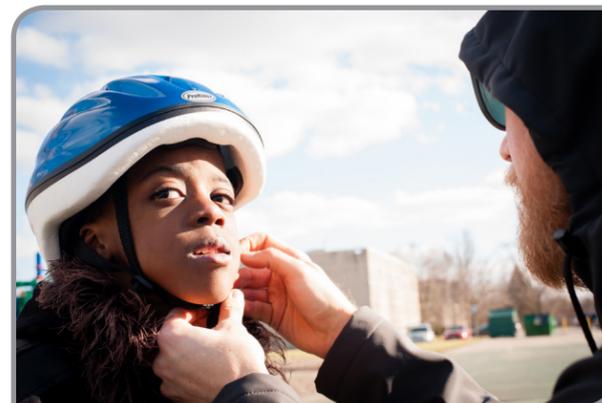


## Vision

The National Partnership is a catalyst for the creation of safe, active, equitable and healthy communities—urban, suburban and rural—throughout the United States.

## Mission

The mission of the National Partnership is to advance safe walking and bicycling to and from schools, to improve the health and well-being of kids of all races, income levels and abilities and to foster the creation of healthy communities for everyone.



## Core Values

Our core values inspire and define who we are as an organization focusing our work and providing a framework for our organizational culture and day to day external engagement.

Protecting Kid**S** and the Environment

Le**A**dership

Equity and **F**airness

Friendlin**E**ss and Professionalism

Ha**R**d work and Pragmatism

Collab**O**ration

**S**ustainability

Op**T**imism and Creativity

Chang**E**

Phy**S**ical Activity and Health

**SAFE ROUTES**

### SENIOR STAFF

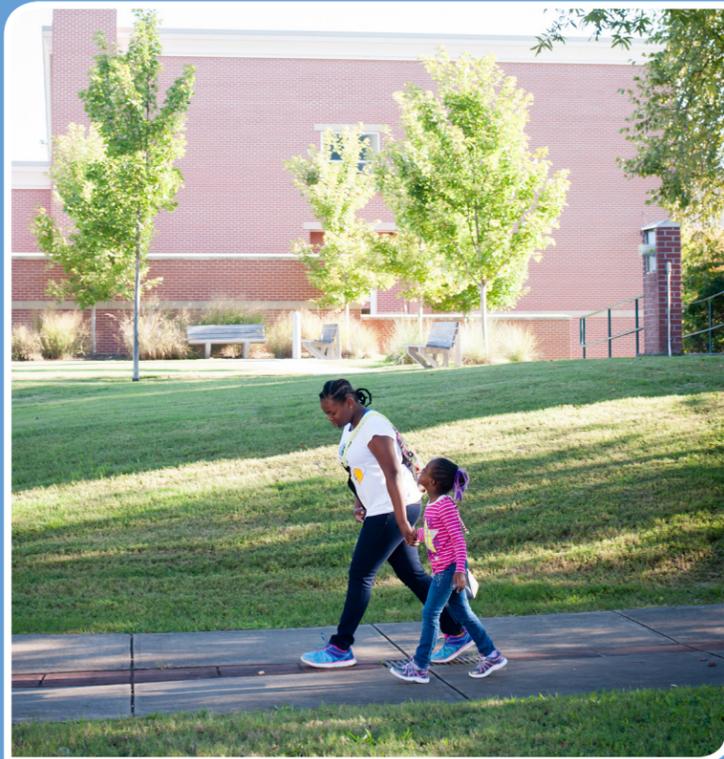
Cass Isidro, Executive Director  
Margo Pedrosa, Deputy Director  
Stephanie Weber, Field Policy Director  
Sara Zimmerman, Programs & Policy Director

### BOARD OF DIRECTORS

Risa Wilkerson, Chair  
Carol Goss, Vice Chair  
Steve Kinsey  
Ivye Allen  
Alice Cahn  
Michael Payne  
Corey Wiggins

# OUR IMPACT

The work of the National Partnership is organized around four strategic focus areas that are core to achieving success in delivering the mission of the organization.



01 Improving Policies, Programs, and Infrastructure



02 Advancing Social Equity



03 Partnering With Purpose



04 Ensuring Sustainability

# Improving Policies, Programs, and Infrastructure

**Long Term Goal:** Every community in America has safe walking and bicycling options to school and in everyday life with supportive policies for Safe Routes to School and healthy community design ensuring permanent commitment to active and healthy communities at the federal, state, local and school district levels.

## GOAL 1: ADVANCE POLICIES IN SUPPORT OF SAFE ROUTES TO SCHOOL, ACTIVE TRANSPORTATION AND HEALTHY COMMUNITIES.

### Strategies

1. Lead legislative efforts to strengthen and expand federal funding and policies for Safe Routes to School and collaborate with national partners on a range of legislative efforts that fund active transportation or healthy communities.
2. Develop, improve and implement policies that advance Safe Routes to School, active transportation and healthy communities at the state level by leading efforts to secure funding and support for programs.
3. Educate regional and local decision makers on funding opportunities for infrastructure improvements and advance policies to expand and strengthen Safe Routes to School programs, active transportation and healthy communities.



## GOAL 2: BUILD CAPACITY AND EXPERTISE THROUGH THE SHARING OF KNOWLEDGE, LESSONS LEARNED AND BEST PRACTICES.

### Strategies

1. Provide ongoing technical assistance to community leaders to support active transportation, active schools and healthy communities.
2. Provide increased research, information and resources to community leaders to support efforts to develop, implement and maintain effective Safe Routes to School programs, active schools and healthy communities.
3. Build direct training and learning opportunities to support field efforts to develop, implement and maintain effective Safe Routes to School programs, active schools and healthy communities.

## GOAL 3: GROW AND STRENGTHEN SUPPORT FOR SAFE ROUTES TO SCHOOL, ACTIVE TRANSPORTATION AND HEALTHY COMMUNITIES.

### Strategies

1. Increase outreach and expand direct work with schools, parents and community leaders to create demand for environments that enable physical activity to be the norm.
2. Establish sites for local Safe Routes to School program management or direct engagement to increase knowledge base and experience.



02

## Advancing Social Equity

**Long Term Goal:** Kids of every income, race, ability and ethnicity—especially in low-income communities and communities of color—have safe routes to school and access to healthy communities. There will be systems in place to support the successful implementation of Safe Routes to School programs in these communities, with higher levels of capacity and community engagement to achieve changes the communities' desire.

**GOAL 1: ACHIEVE ON THE GROUND CHANGE THROUGH FOCUSED WORK WITH LEADERS AND LOCAL ORGANIZATIONS IN LOW-INCOME COMMUNITIES AND COMMUNITIES OF COLOR.**

*Strategies*

1. Pursue engagement activities at the national and local level that center on addressing transportation inequities across racial, class, gender and cultural lines with a focus on schools and communities of greatest need.
2. Develop tools, information and resources focused on specific equity-related needs and opportunities.



**GOAL 2: BUILD THE EXPERTISE AND CAPACITY OF THE NATIONAL PARTNERSHIP TO ADVANCE SOCIAL EQUITY.**

*Strategies*

1. Provide ongoing professional development to support staff in increasing knowledge, skills and empathy so they know how to identify current and potential disparities in policy and practice, discuss strategies for action and are prepared to act with empathy to empower those around them to find solutions together.
2. With staff collaboration develop systems within the National Partnership to build an environment of continuous learning and peer support focused on equity.
3. Lead and support the active transportation movement to embrace and support equity.

**GOAL 3: DEVELOP A GREATER FLUENCY AND ADDITIONAL RESOURCES TO ADDRESS EQUITY ISSUES.**

*Strategies*

1. Engage with selected communities to listen, learn and test out approaches that effectively address the range of issues faced by children of color and low-income children on the trip to school or in increasing physical activity opportunities in their community.
2. Conduct research and build partnerships related to advancing social equity.
3. Develop tools, resources and technical assistance related to advancing social equity and share them broadly with the active transportation movement.



## 04 Ensuring Sustainability

**Long Term Goal:** The National Partnership is a thriving nonprofit organization with consistent support at all levels and serves as an anchor for the Safe Routes to School movement, ensuring continuous improvement in policies, programs and practices for Safe Routes to School, active transportation and healthy communities across the nation.

**GOAL 1: ESTABLISH AN ONGOING, DIVERSIFIED AND CONSISTENT APPROACH TO FUND DEVELOPMENT ENSURING RESOURCES CAN BE PROVIDED TO SUPPORT THE PROGRAMS AND SERVICES OF THE ORGANIZATION WHILE MAINTAINING THE HIGHEST LEVEL OF FISCAL ACCOUNTABILITY AND TRANSPARENCY.**

1. Design and implement a multi-channel fundraising effort to increase donations from individuals, corporations and foundations.
2. Develop and expand technical assistance and consulting contract work to increase financial support.
3. Maintain high level financial management ensuring efficiency of operations, timeliness and accuracy in reporting and clean audits.

**GOAL 2: BUILD CAPACITY THROUGH EFFECTIVE ENGAGEMENT OF LEADERS AT ALL LEVELS OF THE ORGANIZATION.**

1. Facilitate an organizational culture that promotes passionate engagement, work-life balance and talent development.
2. Continue the development of an engaged, networked, committed and passionate Board of Directors.



## 03 Partnering With Purpose

**Long Term Goal:** Support exists in all sectors, and collaboration across sectors is enabled to champion Safe Routes to School, active transportation and healthy communities everywhere.

**GOAL 1: BUILD, MAINTAIN AND STRENGTHEN PARTNERSHIPS TO ADVANCE SAFE AND EQUITABLE WALKING AND BICYCLING TO SCHOOL AND IN EVERYDAY LIFE.**

*Strategies*

1. Deepen relationships with current partners promoting active schools to increase support for Safe Routes to School.
2. Revitalize National Partnership affiliate network to increase collaboration and two-way sharing of resources.
3. Engage new partners who share in the goal of creating safe and healthy communities for all people.

**GOAL 2: ESTABLISH OPPORTUNITIES FOR COMMUNICATION AND COLLABORATION ACROSS VARIOUS SECTORS TO DEVELOP ADDITIONAL PATHWAYS FOR ENGAGEMENT AND SUPPORT OF SAFE ROUTES TO SCHOOL, ACTIVE TRANSPORTATION AND HEALTHY COMMUNITIES.**

*Strategies*

1. Build bridges between the National Partnership and key organizations to increase support and cooperation.
2. Establish unique partnership opportunities to leverage the assets of organizations in various sectors.



*In Memory*  
Deb Hubsmith  
Founder  
1969 • 2015