



2019 - 2021

STRATEGIC PLAN

Revised June 2019
Approved September 2019

2019 Strategic Plan

Introduction

Change continues to be a constant at Smart Beginnings Virginia Peninsula, but it is change anchored by intention and guided by our Mission.

Just in the past year, we've seen tremendous change – new leadership and new team members, a new home, and a new opportunity to help organizations across the Virginia Peninsula orient and align their efforts to improve early childhood development in our own community.

Our revised Strategic Plan, which builds on our significant planning efforts in 2016, reflects these changes and is also a reminder that going forward this plan is a living, breathing document. It is not meant to sit on a shelf, but to be used as a guide to assist the organization in its continued evolution in the coming years.

This plan emphasizes a renewed focus on earlier strategic priorities – advocating for collective impact; evaluating and bringing existing programs to fidelity to prepare for the future; aligning our efforts with regional and statewide outcomes; and looking for new opportunities to bolster our internal operations. In the ways that matter, this plan is an amplification, an acceleration, of a journey that has only just begun.

Over the next several years, we will convene cross-sector stakeholders on the Virginia Peninsula, working toward transformation in the ways we work together, track progress, respond and talk about early childhood development and health outcomes. Our focus will be on data-driven results that over time will lead to population and program level changes for our children and families. As we do this work, we will need to be open to adjust programs traditionally led by SBVP with that of other regional priorities, and respond to opportunities that may better position them in the current ecosystem in Virginia. We will continue to equip highly engaged team (both staff and board) to advance our Mission and achieve our goals.

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Strategic Outcome #1

Focus Our Community for Collective Impact

Convene Virginia Peninsula community champions and program stakeholders to prioritize and act upon a set of indicators that improve population level early childhood development and health outcomes for young children.

STRATEGY 1.1

Design and introduce a new Collective Impact Initiative for the community.

1. Identify and introduce this approach using a set of supporting tools to guide the region's collective impact work.
 - a. Work with SBVP staff to finalize the development of an overall framework and process, based in Asset Based Community Development (ABCD) and Results Based Accountability (RBA).
 - b. Educate key stakeholders, including the Board, funders and community partners about the approach, framework and tools.

2. Convene community leaders to collaboratively craft a shared vision that leads to a Common Agenda and shared measurement, which sets clear priorities and measurable outcomes.
 - a. Develop an implementation structure for the Collective Impact work with mutually reinforcing activities and a continuous communication process with staff support from SBVP as the backbone organization. The structure includes a Steering Committee, a Parent/Community Council and multiple Working Groups.
 - b. Facilitate the creation of the Common Agenda that depicts our Vision for Change. Ensure the use of local disaggregated data to guide the Steering Committee and Working Groups toward desired results over time.
 - c. Use the set of identified early child development and health indicators to align existing and new work with community and program partners.
 - i. Leverage the Peninsula Community Foundation's *Building a Strong Foundation for Children* report (2016) as a baseline from which to select indicators.

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- ii. Work with the Peninsula Community Foundation, the Steering Committee and a Data and Research sub-group to determine the need or opportunities to update the report's broader data set.
- d. Implement and use the Clear Impact Scorecard to track the broader Collective Impact Initiative, as well as data and action for Working Groups.
- e. Provide at least an annual update to SBVP Board and Community on ways the Collective Impact Initiative has "turned the curve" using the indicators established by the steering committee and community stakeholders.

STRATEGY 1.2

Align existing program with our region's Collective Impact Initiative and VECF core principles.

1. Develop comprehensive multi-year plans for each SBVP program that demonstrate alignment through work plans, data collection and analysis, and clear metrics and outcomes.

STRATEGY 1.3

Actively work to identify program gaps, and link outcomes of programs to desired results using a diversity, equity and inclusion lens.

1. Implement a process to regularly audit program plans to ensure overall impact and identify gaps.
2. Participate in professional development that leads to an openness to better understand levels of disparities and assists staff in developing needed competencies to address the root causes of disparities.
3. Recalibrate our existing programs to solve for issues related to inequities, and other identified gaps, aligning with statewide frameworks for school readiness.

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Strategic Outcome #2

Build Organizational Capacity and Resiliency

Build a strong team to increase our ability to deliver on our mission.

STRATEGY 2.1

Establish and achieve clear annual goals for our Board and Board Committees that support the work of the organization and this strategic plan.

1. Strengthen the commitment of our Board to provide a strong and consistent voice that champions community partnerships and collective impact in our efforts to prepare children across the region for the future.
 - a. Approve and implement changes to our By-Laws.
 - b. Work with our new committee structure to establish annual goals for the Board, including:
 1. Executive Committee goals for strengthened Board leadership.
 2. Audit and Finance Committee goals for long-term sustainability and fiscal health.
 3. Board Governance Committee goals for board training and development, diverse recruitment and effective succession planning.
 4. Fund Development Committee goals for community outreach, and growing corporate and individual giving in support of our mission.

STRATEGY 2.2

Build a high-performing Smart Beginnings team centered around a culture of shared leadership, continuous learning and active engagement.

1. Continue to grow and nurture a healthy culture within the Smart Beginnings team
 - a. Work together with staff to revisit our core values and establish a model for effective shared leadership.
 - b. Identify opportunities to bring the team together to strengthen cohesiveness, build relationships, and grow engagement.
2. Establish processes and opportunities that allow for excellence and growth for all team members.
 - a. Finalize role clarity and responsibility documentation for all positions.

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- b. Clarify the organizational structure and reporting relationships.
- c. Strengthen our employee review process with clear expectations and measurement.
- d. Create new opportunities for professional development and training.

Strategic Outcome #3

Build Public Awareness and Financial Resources

Implement a plan for community awareness about school readiness that leads to increased investments in the cause.

STRATEGY 3.1

Educate and engage the broader Virginia Peninsula community around the importance of the early years as it relates to SBVP's mission and vision.

3. Design and roll out a comprehensive plan to educate and engage the community on the importance of early child development, linked to our region's social and economic health and well-being.
 - a. Provide meaningful opportunities to train and equip community partners with the information needed in order for them to advocate for young children

STRATEGY 3.2

Create a strategic, balanced and sustainable approach to fund development.

1. Develop a three-year plan to increase community engagement and giving in support of our mission. The plan should include:
 - a. A strong, regional approach to community awareness and outreach.
 - b. A process to identify, strengthen and grow community and donor relationships.
 - c. A plan to increase individual and corporate donations.
 - d. Specific opportunities for board involvement.