

FIRST CHANCE

for children

Aug. 2024 - July 2028 (4Y)

Strategic Plan

Approved in July 2024

Strategic Planning Process

(What we did to create this plan)

How strong are we?

(Aug-Oct 2023)

We identified where we are, who we are, and what we have (internally and externally)

How are we going to achieve it?

(Dec 2023 - Jan 2024)

Next, we defined what we needed and wanted and what steps we needed to take to get there.

Who do we want to be?

(Sept-Nov 2023)

Then, we brainstormed what characteristics we wanted to keep, what we wanted to remove, and who we wanted to become.

Strategic Plan!

(Feb-July 2024)

Finally, we shared ideas with everyone, created a tool to monitor the plan, and got the approval!



**Mission,
vision, and
values**

We believe in... FAMILIES AND COMMUNITIES!

Mission Statement

First Chance for Children provides early childhood programs and family resources that support safe and healthy outcomes for children and families across Missouri.



Vision Statement

All families will be healthy, safe, and build positive relationships to thrive in community.

Our fundamental values

1. Community

We are committed to the well-being and growth of all the communities we serve and with whom we work.

2. Belonging

We are diverse, equal, and inclusive aiming for children, families, staff, and communities feeling they belong here with us.

3. Advocacy


We advocate for accountable, sustainable, and research-based local, state, and nationwide responses that support early childhood programs and resources.

4. Respect

We recognize everybody's worth, dignities, expertise, experience, and right to self determination.

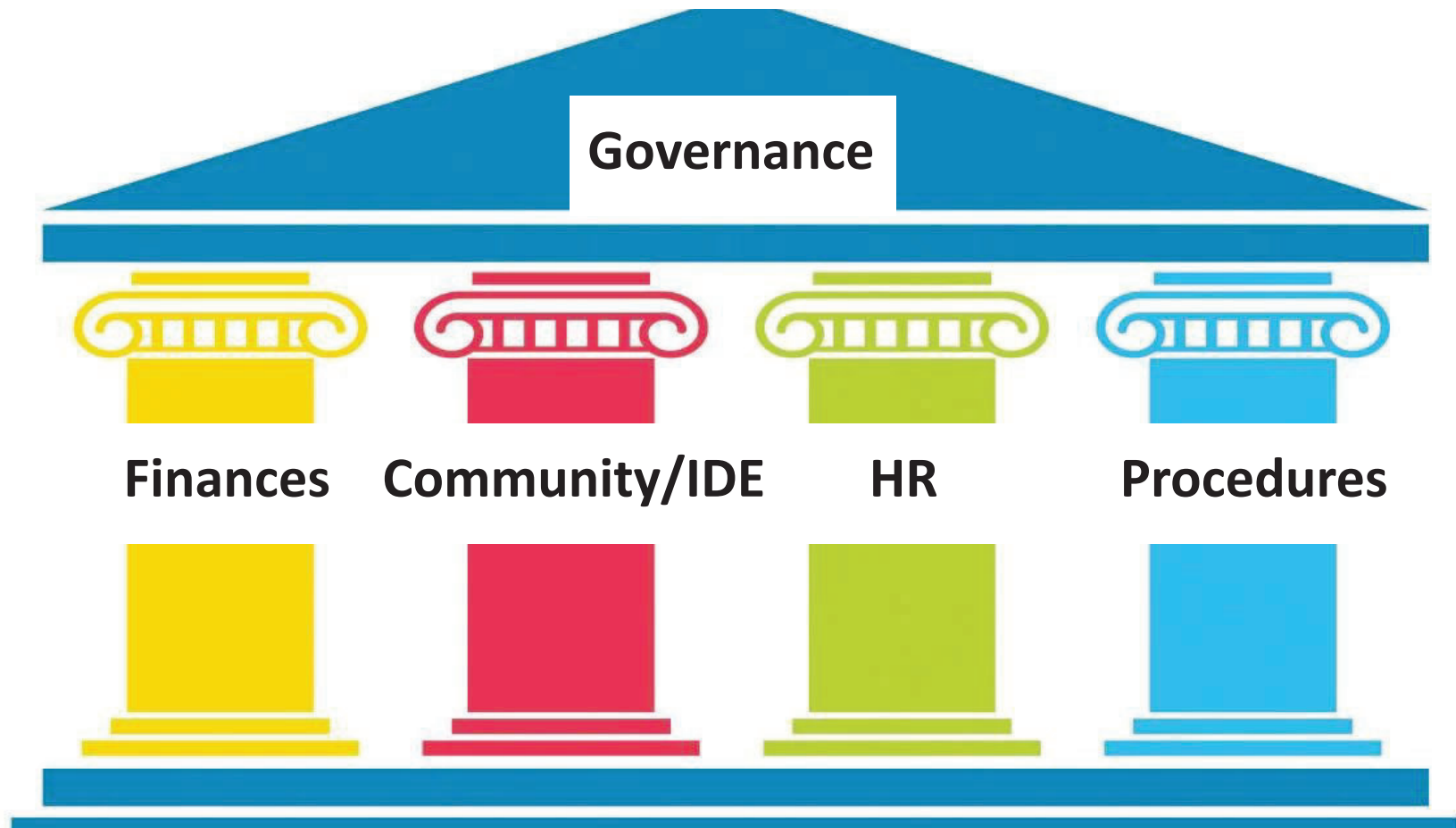
5. Adaptability

We learn, adapt, and grow as needed so we can, together, build a healthy and safe legacy for next generations.



**What do we
want to
achieve by
2028?**

1. Based on our five pillars...



2. We defined strategies and priorities...

Level 1 - Urgent and immediate!

Level 2 - Not so urgent but important!

Level 3 - Can wait, but let's not forget about it.

3. And created a plan to achieve our goals!



PILLAR 1: FINANCES

Strategic Objective: By 2028, First Chance for Children has diversified and increased donors and revenue by 30% by implementing fundraising and communication strategies reaching financial health and sustainability (increased revenue by 15% 1st year, and 5% each consecutive year).

Strategic Initiatives

Consult with other non-profit organizations for ideas/strategies for diversifying funding and building contributed revenue to develop a plan to meet these goals.

Benchmark to compare our program performance with comparable programs/strategies/finances run by other organizations.

Personal outreach with elevator pitches that shares our passion as staff members.

Diversify funding by hiring a development and communication director, develop a plan for grant writing, individual giving, in-kind donations, retention of individual and organizational donors (strategy and geography).

Develop a plan to retain donors and revise/update it once a year

Define partners/membership fees to generate a revenue strategy that supports diversification and positions us to grow our programs and build healthy financial reserves.

Integrate annual budget with strategic plan and other strategies.

PILLAR 2: COMMUNITY AND DEI

Strategic Objective: By 2028, First Chance for Children is recognized statewide for its impressive community outreach, diversity, equity, and inclusion increasing programs and services delivered by 30% by implementing DEI strategies (increased programs and services by 15% 1st year, and 5% each consecutive year).

Strategic Initiatives

Use our adaptability/flexibility to partner with agencies for space (space for home visitors, office space, play spaces, etc.), or acquire larger or additional space through funding source(s) (e.g., Food Pantry)

Develop a communication strategy to increase community awareness (videos, scripts, buy in, impact, website)

Get diapers enough to meet increasing need by engaging more communities (specially rural areas) - ambassador program and getting a loading dock / Huggies truck - diapers enough distributed

Recruit more volunteers and interns (inside and outside school - university)

Diversify our board to have the right mix of skills and expertise to govern the organization and routinely consider diverse points of view reflecting the community we serve.

Creatively reach families with different or marginalized backgrounds by expanding to more locations, including mini-L&Ls, and developing new relationships

Have translators for families that speak other languages

Update our Diversity, Equity, and Inclusion Plan aiming to reach out to new communities, provide better assistance

Strategic Initiatives

Help the Family Leadership Council grow and move to the board.

Develop literature reviews and statistics about the communities we serve, the programs and services we deliver, and our impact creating a database that can inform decision making, grant writing, and communication.

Intentionally build and strengthen meaningful, diverse community partnerships

Provide opportunities for staff and the board of directors to discuss diversity, inclusion, and equity adapting climate and work environment

Work with our partners to ensure the First Chance name and brand are present throughout all programming, even when delivered by partners in all the counties in which we serve

Capture pre/post data from the families we serve to best measure impact asking diverse populations for their opinions and ideas for organizational improvement and satisfaction.

Actively recruit diverse staff, board, and volunteers

Strategic Initiatives

Have services and programs that are more accessible to all families and are welcoming community hubs by including new locations and accommodating schedules.

Offer parent support groups/networks that are inclusive and welcoming to all.

Advocate for healthy family and child outcomes to influence public understanding and educate our communities but also increasing resources.

Serve prospective parents in their third trimester to support healthy maternal and infant outcomes.

PILLAR 3: HUMAN RESOURCES

Strategic Objective: By 2028, the 100% of First Chance for Children staff have comprehensive support, tools, and recognition for their holistic well-being supported by board members, other volunteers, and partners.

Strategic Initiatives

Connect with agencies to learn from their best practices in providing health and wellness plans for their staff

Develop a plan to retain board, staff members, and other volunteers (FLC, other volunteers) that include education on benefits, professional development, DEI, educational programs, etc.

Create spaces for continuing education & training (high quality)

Continuing education & training (high quality)

Consistently review compensation for employees, including salary standards, retirement benefits, health care benefits, and systems for bonuses, awards, or recognition of high performance, that is on par with similar organizations.

Consider non-economic incentives for staff, such as outing trips that don't require work

PILLAR 4: PROCEDURES

Strategic Objective: By 2028, First Chance for Children has a functional system to document and support the main procedures in the organization by constantly engaging diverse stakeholders in their revisions and monitoring for continuous improvement.

Strategic Initiatives

Update the Employee Manual by using staff meeting to develop ideas and plans for new manual

Monitor and evaluate the new strategic plan

Have an enhanced onboarding for new and current board members (meeting with program staff, hands on experience, talking to families while picking up diapers, attending diaper drives)

Have a list of clearly stated processes (knowledge management)

Join capacity building programs

Define a systematic program evaluation plan to measure the effects of our programs, use of internal evaluation data to make decisions regarding organization strategy or fiscal allocations, and include external research to make decisions.

Document how the organization advances with DEI efforts and serve more diverse populations

Strategic Initiatives

Outreach to area agencies, business or community/parent partners (in-kind) for IT contracted support, phone, and wifi
(The board said: small business supporter for 61K service - Socket? Identify options)

Have a tool that we all use and update every month so information is updated in one single place (including description of programs)

Rely on data to determine where our services are needed and have ensured that all our services are available and accessible to families in the counties we serve. (Who are we serving and who are not reaching yet? Bring more people/families on the table.)

PILLAR 5: GOVERNANCE

Strategic Objective: By 2028, First Chance for Children is recognized by internal and external stakeholders for its healthy and determinant leadership and good governance at all levels.

Strategic Initiatives

Enable our strategic plan to provide guidance to our agency.

Consistently review and implement a series of policies to regulate the organization across finance, human resource, fund development and communications.

Active involvement in the mission of the organization by board members.

Develop plans that support the strategy, advocacy, and DEI growth of the organization with the board

Perform, lead, and make decisions considering diverse factors and stakeholders accompanied by a stronger and more communicative leadership in challenging situations.

Create opportunities for our organization leaders to provide leadership, knowledge, or advice on community-level issues.

Adopt an annual budget aligned with our strategic goals and measurable outcomes.

Have enough knowledge about our organization and current issues relevant to our organization to make effective policy decisions by actively engaging in programs.

Get others in the community to invest time, money, or other resources in our organization.



**How are we
going to
monitor it?**

Monitoring Plan

Continuous staff meetings

The executive director and the staff will use one of their regular meetings to update on their individual annual plans.

Bimonthly general board meetings

The programs committee present updates to the board every two months and bring identified topics for analysis and discussion.

Bimonthly programs board committee meetings

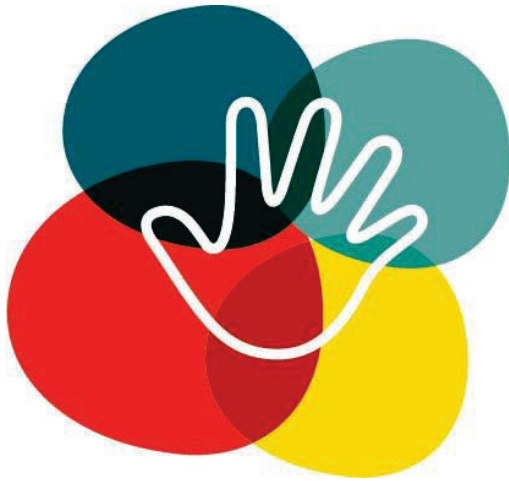
The programs committee will meet every two months with the executive director to monitor the strategic plan and prepare a brief presentation for the following meeting with the board.

Yearly programs committee checkpoint

The committee leads a revision of the plan with the staff and board members every year and encourages updates if needed before the creation of the annual budget.



**Thanks for
partnering
with us!**



FIRST CHANCE

for children



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