



# **Strategic Plan 2018 – 2020**

**December 7, 2017**

January 2018

Dear Friends and Partners of Smart Start Partnership for Children

For 20 years, Smart Start Partnership for Children has invested in the community through education, advocacy and funding a variety of programs for children birth through five and their families to help ensure a better, brighter future for our local community. Our 2018–2020 strategic plan positions us for continued impact towards creating successful children in Henderson County.

We are pleased to share this strategic plan for Smart Start Partnership for Children (SSPFC) that will guide our work over the next several years. With the continued evidence of the importance of early childhood education and the decreasing funding of options, the need for our services is even more pronounced.

In the coming years, we will continue to fund and support services that improve the quality and availability of childcare; provide family engagement opportunities, improve health outcomes, and build community commitment. In this strategic plan, we have identified several priorities for our organization's growth:

1. Enhance programs to serve the community.
2. Increase community outreach and engagement.
3. Increase fundraising and resource development.
4. Expand organization capacity and shared leadership.

We developed this plan through the participation and dedication of our Board of Directors, staff and utilization of community data and trends. We are grateful for the generous support of the Community Foundation of Western North Carolina for this strategic planning process.

This document includes our vision and mission statements, and specific goals and strategies for the next three years. The appendix includes a summary of the planning process and a list of the members of the Board of Directors.

Please share your comments and ideas about this plan with us and other members of our Board of Directors. We welcome your input as we implement this plan and continue to support access to quality resources so that children in Henderson County have an opportunity to reach their full potential.

All the Best,



Sonia Gironda  
Executive Director



Jon Wood  
Chair, Board of Directors



**Smart Start Partnership for Children  
2018 – 2020 Strategic Plan  
December 7, 2017**

**Our Vision:** All families will have access to quality services so that children in Henderson County have an opportunity to reach their full potential.

**Our Mission:** We support, educate and advocate to build a strong foundation for young children in our community.

**Goals**

**Strategies**

**1. Enhance programs to serve the community.**

- A. Enhance early care and education programs.
- B. Increase involvement in health and obesity issues.
- C. Implement initiatives to support Kindergarten Transition.
- D. Support programs for Family Engagement.
- E. Create partnerships to address abuse and neglect.

**2. Increase community awareness, outreach and engagement.**

- A. Increase connections and advocacy with key stakeholder groups.
- B. Engage and involve community members and partners in our work and events.

**3. Increase fundraising and resource development.**

- A. Expand fundraising events to further engage the community and generate additional fundraising revenue.
- B. Develop additional fundraising revenue to address health activities and community outreach.
- C. Enhance the grant program.
- D. Explore long-term funding options.

**4. Expand organization capacity and shared leadership.**

- A. Expand board capacity and advocacy.
- B. Increase internal capacity.
- C. Broaden our pool of volunteers.
- D. Expand partnerships and collaborations to facilitate community efforts.

## Appendix

### Strategic Planning Process

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The Board of Directors of Smart Start Partnership for Children decided to undertake a strategic planning process. The formal planning process was conducted from April – November 2017.

The organization's leadership determined that the formal planning process should:

- a) Develop a three-year strategic plan.
- b) Engage board members and staff in a process that develops consensus for the future priorities for Smart Start Partnership for Children.
- c) Create a specific action plan.
- d) Facilitate a process for the Board of Directors to identify their priorities and where they are able to spend volunteer time in support of the organization.

The planning process was led by the Executive Committee and Executive Director Sonia Gironda, with facilitation by Angela Kemper of HunterKemper Consulting. Additional staff and members of the Board of Directors were actively involved in developing this plan.

- Participating Board Members:
  - Andi Craven, Safelight
  - Kathy Kirchoefer, Henderson County Public Library
  - Susan Lee, Director of His Kids Child Development Center
  - Sharon Marlowe, Henderson County Public Schools
  - Tiffany Maybin, Parent
  - Liz Passerotti, Bank of North Carolina
  - Rebecca Poplin, Treasurer, Retired
  - Rebecca Reid, Retired
  - Stacy Taylor, Vice Chair, Henderson County Department of Public Health
  - Jonathan Temple, Secretary, North Carolina Notary Public
  - David White, Western Carolina Community Action
  - Jonathan Wood, Chair, First Citizens Bank
- Participating Staff:
  - Sonia Gironda, Executive Director
  - Erica Woodall, Outreach Coordinator
  - Alicia Hutchison, Program Coordinator

Board and staff members were surveyed to provide input, and several planning sessions were conducted to elaborate and refine the strategic plan. The planned launch of a new organization identity and community outreach was incorporated into the goals and strategies. An action plan was also developed to detail the target results, key items to address in the first year of the strategic plan, and people responsible for various tasks. The strategic plan was finalized and approved by the Board of Directors on December 7, 2017.