



Three-Year Strategic Plan

AUGUST 2026 – JULY 2029



PROMOTING DENTAL CARE FOR OUR KIDS.

VISION

For every child and teen to have a healthy smile.

MISSION

To provide essential dental care for qualifying children and teens in our community.





Three-Year Goals



01. Maximize and Optimize Clinic Operations
02. Fund a Bigger Budget to Meet the Growing Need
03. Engage the Board to Advance the Mission
04. Elevate Marketing, Education, and Brand Awareness
05. Advocate for Stronger and More Consistent School Partnerships



GOAL ONE

MAXIMIZE AND OPTIMIZE CLINIC OPERATIONS

Strategies to Implement

1. Strengthen volunteer engagement systems to improve participation consistency.
2. Focus grants toward securing clinic equipment.
3. Secure additional funding sources to hire a dentist.

- 🦷 New equipment purchased and installed to meet standard of care.
- 🦷 Secure funding to support the hiring of a dentist or an additional fifth staff member.
- 🦷 Fewer volunteer callouts and canceled clinics.

Success Metrics

- 🦷 Create volunteer orientation materials that emphasize commitment, accountability, and follow through.
- 🦷 Polaroid wall of willing patients with volunteers post-treatment in the clinic.

Quick Wins



GOAL TWO

FUND A BIGGER BUDGET TO MEET THE GROWING NEED



Strategies to Implement

1. Target corporate sponsorships.
(Time asks on budget season; 5-10x new a year.)
2. Increase fundraising.
(Scale Laugh for a Child; one more complementary fundraiser.)
3. Diversify donor base.
(Mission versus activity involvement; test strategies.)

- 🦷 Year-over-year budget growth.
- 🦷 Measure organizational impact against local ALICE® data.

*ALICE® stands for **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed

Success Metrics

- 🦷 Create general corporate sponsorship packet.
- 🦷 Each board member identifies and cultivates at least one prospective donor annually.

Quick Wins



GOAL THREE

ENGAGE THE BOARD TO ADVANCE THE MISSION

Strategies to Implement

1. Develop and implement a board orientation program and encourage all board members to participate in a site visit annually.
2. Conduct an executive director performance evaluation and board assessment annually.
3. Streamline board committee structure.
4. Secure additional funding sources to hire a dentist.

- 🦷 Achieve 90% board meeting attendance and 90% committee participation annually.
- 🦷 Completion of updated governance documents, annual evaluations, and board assessments.

Success Metrics

- 🦷 Create a list of members for each committee.
- 🦷 Benchmark board orientation materials.

Quick Wins



GOAL FOUR

ELEVATE MARKETING, EDUCATION, AND BRAND AWARENESS

Strategies to Implement

1. Continue to educate our community on the gap and our mission.
2. Host a dental continuing education (CE) event.
3. Expand outreach and services to eligible children facing barriers to dental care.
4. Increase outreach to dental providers and the general community.

- 🦷 Number of people or organizations engaged.
- 🦷 Number of eligible children served.
- 🦷 Marketing reach and engagement (impressions, website traffic, and social media engagement).

Success Metrics

- 🦷 Develop and record patient, volunteer, and donor testimonial videos.

Quick Wins



GOAL FIVE

ADVOCATE FOR STRONGER AND MORE CONSISTENT SCHOOL PARTNERSHIPS

Strategies to Implement

1. Promote the effectiveness and value of school-based dental screening across all school districts.
2. Encourage financial support from school districts and share value proposition.
3. Provide tools and resources that improve student comfort and ease of participation.
4. Conduct a feasibility study to scale and model to other districts.

- 🦷 Referral to care data.
- 🦷 Executed and updated MOUs with participating school districts.
- 🦷 Increased financial support from school districts.
- 🦷 Assessment of model scalability.

Success Metrics

- 🦷 Highlight the Cherokee County model as a blueprint.
(Incorporate a testimonial highlighting the impact of the program.)

Quick Wins

ACKNOWLEDGEMENTS

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