

2026-2029 STRATEGIC PLAN SUMMARY

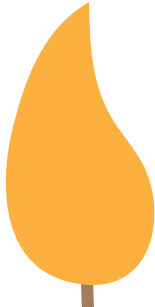
Over the next three years, First Year Cleveland will operate with increased clarity and focus on its role as a backbone organization – concentrating on aligning partners, mobilizing resources, elevating community voice, and advancing upstream policy and systems change.

Work will be organized within these five strategic pillars:



Community Power & Sustainable Partnership

Elevating and resourcing community leadership while aligning investments to address priority community-identified needs.



Backbone Leadership & Ecosystem Alignment

Strengthening coordination, clarifying roles, and reducing duplication across the maternal and infant health ecosystem.



Policy, Systems Change & Accountability

Advancing a focused set of high-leverage policy and systems initiatives to address upstream drivers of inequity.



Data, Learning & Demonstrated Impact

Building shared data systems and using evidence to guide decisions, demonstrate progress, and promote accountability.



Organizational Sustainability & Strategic Clarity

Strengthening internal systems, governance, and capacity to ensure effective and timely execution.

The next steps that will be taken to operationalize the strategic plan include:

1

Developing a communications strategy

To clearly articulate the organization's role, priorities, and areas of focus to partners, funders, and the broader community. This will ensure shared understanding of its backbone role and reinforce alignment across the ecosystem.

2

Identifying accountability leads across each pillar and key areas of work

To ensure clear ownership and responsibility for implementation. These roles will support coordination, progress tracking, and decision-making.

3

Use insights from execution, partner engagement, and community input to refine mission and organizational positioning

Over the first year of implementation, First Year Cleveland will ensure alignment between its purpose, strategy, and role in the ecosystem.

4

Integrate plan implementation into routine leadership and governance touchpoints

To maintain momentum and accountability, FYC will regularly review the plan with leadership and the Steering Committee. This will include tracking progress, identifying challenges, and making adjustments as needed.

What to expect in year one

- Partner/community needs assessments
- Collaborative RFP pilot
- 2-3 high-leverage policy/system priorities
- Organization's role in research and data use defined
- Assessment of organization's operational constraints and contingency funding plan