

This strategic plan updates the goals from 2012 for Oklahoma Institute for Child Advocacy (OICA) in five key areas and identifies the Board Committees and staff responsible for oversight in each area. Each year, Board Committees and senior staff set goals, plan specific activities, monitor measurable objectives and periodically report progress to the Board. The Chief Executive Officer has oversight responsibilities of all the staff assigned to committees.

I. Program Development and Delivery: Advocacy Committee/CEO & Program Director

A. Monitor state needs and provide nimble, effective advocacy in each of the following targeted areas, in addition to other policies which might arise as approved by the board:

1. Child Safety and Security
2. Early Childhood Care and Education
3. Health (Infant, Child, Adolescent)
4. Mental Health (Infant, Child, Adolescent)
5. Juvenile Justice/Criminal Justice Reform
6. Substance Abuse
7. Teen Pregnancy Prevention/Teen Parents
8. Government budgeting for youth services

B. Ensure OICA maintains a children's lobbyist and lobbying activities at the State Capitol during the legislative session

C. Provide leadership for statewide advocacy coalitions on children/youth

D. Outreach/Events:

1. Ensure a clear understanding of current children's issues and needs through listening opportunities and speaking engagements across the state
2. Host events to connect business, faith and youth leaders to advocacy efforts
3. Provide technical assistance to child advocates, including advocacy training, electoral training and implementation of policy (where applicable)
4. Host Advocacy Day at the State Capitol annually

E. Build membership base through launch of membership network

F. Evaluate advocacy outcomes/impact through implementation of a Theory of Change Model

- II. Communication and Leadership: PR/ Marketing Committee/CEO & Communications Team**
 - A. Develop and implement strategic communications plan including:
 - 1. Branding – logo, tagline, collateral materials
 - 2. Website updates
 - 3. Expanded Social Media presence
 - 4. Update Guidestar, GiveSmart and other external websites
 - 5. Policy Campaigns – brochures, fact sheets and materials for legislators and advocates customized to specific targeted audiences
 - 6. Annual Report
 - 7. Videos – marketing OICA and priority policy issues
 - 8. Press/media
 - 9. Speakers bureau and presentations

- III. Donor Development: Fundraising Committee/ CEO & Fundraising Director**
 - A. Aggressively pursue opportunities for funding consistent with OICA's advocacy & policy mission
 - B. Diversify funding base by increasing individual donors
 - C. Expand corporate donor base
 - D. Deepen relationships with foundations
 - E. Data Management
 - 1. Maintain accurate donor giving/tracking/relationships through continuous improvement of data management processes
 - 2. Provide monthly reports for staff and Board
 - F. Explore development of an endowment
 - G. Begin development of planned giving opportunities
 - H. Solicit in-kind resources
 - I. Explore the possibility of earned income – membership organization

IV. Board Governance: Governance Committee/ CEO & Operations Director

- A. Recruit, retain and train quality Board members with the following diversities:
 - 1. Race/Ethnicity
 - 2. Geography
 - 3. Talents/Skills
 - 4. Connections/Resources
 - 5. Political Knowledge and Experience
- B. Clarify Board member roles and responsibilities
- C. Maintain quality orientation and training for new Board members and staff
- D. Review and update board policies
- E. Maintain 100% Board members' participation in meaningful financial support
- F. Maintain active membership through 100% Board participation on at least one committee
- G. Recruit non-board volunteers for Board committees
- H. Maintain and update Policies and Procedures/Annual Benefit summary
- I. Succession planning for future staff and training opportunities for current staff

V. Operational Excellence: Finance Committee/ CEO, Operations Director & Fundraising Director

- A. Prepare an annual budget which meets organizational needs and growth
- B. Monthly financial oversight
 - 1. Maintain the accuracy of financial tracking and reporting through continuous improvement of financial processes
 - 2. Monitor expenditures to achieve cost savings and build cash reserves
- C. Oversee audit preparation
- D. General Administration
 - 1. Maintain inventory of assets
 - 2. Plan for disaster recovery and business continuation
 - 3. Maintain sufficient insurance coverage to address operational risks
 - 4. Review opportunities to improve service and implement cost savings